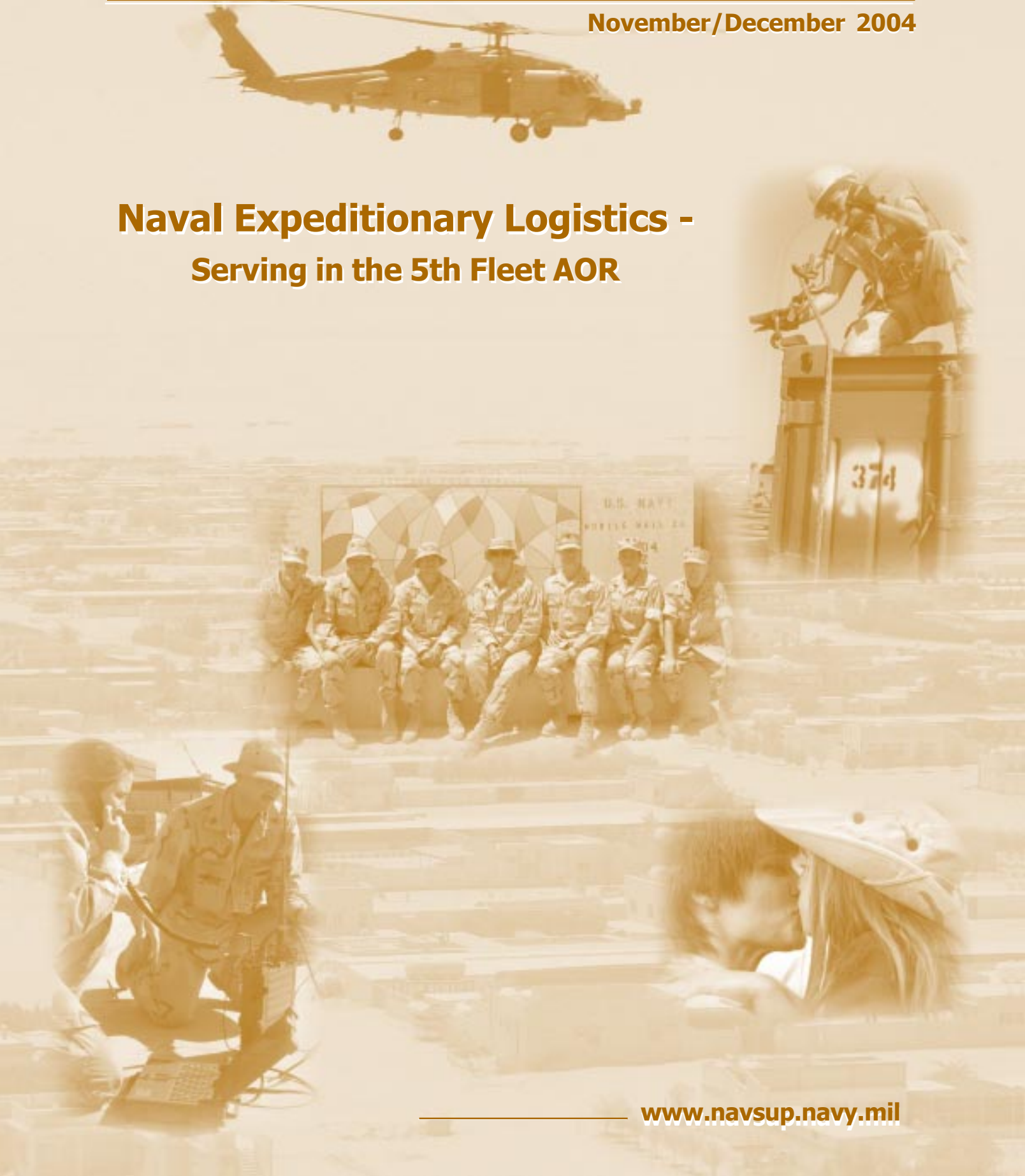


The Navy Supply Corps **Newsletter**

November/December 2004

Naval Expeditionary Logistics - Serving in the 5th Fleet AOR





A Message from the Chief of Supply Corps

I recently had a chance to visit some of our Supply Corps Officers, supply enlisted, and civilian personnel in forward locations in the Middle East.

We stopped in Bahrain, United Arab Emirates (UAE), and Kuwait to meet Sailors and civilians providing logistics support for 5th Fleet units and coalition forces on the ground. We also had the pleasure of visiting USS *John F. Kennedy* (CV 67) and USNS *Spica* (T-AFS 9).

It was truly an honor for me to see, first-hand, the tremendous work our Sailors are doing. In Bahrain, we met the military and civilian teams at NAVCENT and CTF 53 to obtain an overall view of theater support. We flew to *John F. Kennedy* and saw “Big John” at her best—underway and in action. The morale and enthusiasm of the crew were awe-inspiring. In UAE, we visited Fujayrah, Jebel Ali, Al Minhad, and Dubai to see the Surface and Aviation Points of Debarkation for ships and ground units in the theater. We also were fortunate to catch *Spica* in port, preparing to take on stores, and we visited her superb Supply Department. While in Kuwait we visited Naval Expeditionary Logistics Support Force (NAVELSF) Forward Alpha and Bravo at their sites in Camp Patriot, Port of Ash Shuaybah, and Camp Arifjan as they were conducting turnover. We witnessed over 900 Reserves performing vital logistics operations. What a great job they are doing—supporting combat forces serving in Iraq.

The work of our Sailors and our civilians in the Middle East is incredible, especially considering the arduous climate. Their morale is high and they are well supported in their mission. Their sense of service and sacrifice is an example as we fight the War on Terror. Throughout the trip, I was reminded again and again of the important role our supply community is playing in operations around the world. I know you share my pride in being part of our officer, enlisted, and civilian supply community.

There is more in this issue of the *Newsletter* on the work many of these units are doing. I hope you will read these articles and think about our work in the Middle East. In addition, you will find articles from several ships, some thoughts from two participants in JPME Phase II, and much more. Read and enjoy!

D. H. STONE

“One Team, One Focus: Bringing Logistics to the Fight”

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Cover by Jennifer Boyarski, CACI – (Navy Expeditionary Logistics Support Force Forward Alpha and Bravo serving in Kuwait. More on the cover photos on Page 13. U.S. Navy photos

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RADM Stone Visits Supply Personnel in the Middle East



On a trip to the Middle East, RADM Daniel H. Stone, Commander, Naval Supply Systems Command visited Bahrain, United Arab Emirates (UAE), and Kuwait to meet Sailors and civilians providing logistics support for 5th Fleet units and coalition forces on the ground. He also visited Sailors on

board USS *John F. Kennedy* (CV 67) and USNS *Spica* (T-AFS 9).

In Bahrain, he spent time with Supply Corps officers and enlisted supply personnel assigned to Commander, Task Force 53 and U.S. Navy Central Command learning about their challenges and successes as well. RADM Stone met with Reserve RADM Ryland Percy, outgoing Commander, Naval Expeditionary Logistics Support Force, and incoming COMNAVELSF RDML Henry "Hank" Tomlin. RADM Percy and RDML Tomlin were performing their turnover. The three conducted a roundtable discussion with all area Supply Corps officers assigned to Naval Support Activity, Bahrain. They



SKs, PCs and SHs discuss pallet preparation and tracking with RADM Dan Stone, left.



Army and Air Force personnel, above, assigned to Defense Logistics Agency, serve at the Central Command Deployment Distribution Operations Center in Kuwait. This Center was established to speed the delivery of supplies to troops in Iraq and the 5th Fleet area of responsibility. RADM Dan Stone, fourth from right, met with the CDDOC representatives to hear about the work they are doing to improve logistics support in the AOR.



RADM Stone visited with USNS *Spica* Military Detachment members and awarded two of the officers their Surface Warfare Supply Corps Officer qualifications.



Supply Corps officers and enlisted assigned to various commands in the 5th Fleet area of responsibility participated in a round table with RADM Dan Stone, front row, center, RADM Ryland Percy, right of RADM Stone, RDML Hank Tomlin, left of RADM Stone, and CNOCM Dan Warner, far left, during their stop in Bahrain.

discussed active/Reserve integration, career paths for Supply Corps officers and the dynamics between Reserve and active duty paths, and the Supply Corps of the future and the key role of joint/coalition logistics.

While in Bahrain, RADM Stone, RADM Percy and RDML Tomlin had courtesy calls with VADM David Nichols, Commander, U.S. Naval Forces Central Command and Commander, U.S. 5th Fleet.



RADM Dan Stone, standing, front row fourth from right, presented the NEX Sales and Service Excellence Award to USS John F. Kennedy's S-3 Division. CNOCM Dan Warner, kneeling on left, accompanied the admiral on a visit to the Kennedy that is on station in the Persian Gulf.



RADM Dan Stone, right, and CNOCM Dan Warner, far left, visit with LT Stella Obayuwana and SHCS Vittorio Chiong, who operate the exchange at the Naval Support Activity Bahrain.

They then met with the supply leadership at NAVCENT and CTF 53 that are responsible for the naval logistics throughout the CENTCOM Area of Responsibility.

A trip to the USS *John F. Kennedy* (CV 67) included time for touring Supply Department spaces, presenting Commander, Naval Supply Systems Command coins to outstanding Sailors and the NEX Ship's Store Retail and Service Excellence Award to the Ship's Store Division.

Before going into Kuwait, he traveled to Fujayrah, Al Minhad, Dubai, and Jebel Ali, where he visited with the crew



of USNS *Spica* (T-AFS 9) and presented two of their Supply Corps officers with their warfare qualifications. He also met with supply personnel of the FLS who are responsible for providing logistics support to the ships going into and out of the Persian Gulf.

RADM Stone went on to Kuwait to visit with the Reserves activated to serve in Naval Expeditionary Logistics Force Forward Alpha and Bravo. (Read more on this visit in the following article. More in-depth coverage of the unit's mission is captured in articles beginning on Page 6 of this issue of the Newsletter.)

RADM Dan Stone, left, congratulates CAPT Ray English, Group Commander of Naval Expeditionary Logistics Support Force Forward Alpha, on a job well done during the units call-up and deployment to Kuwait in support of Operation Iraqi Freedom.

Reserve postal clerks and storekeepers of Naval Expeditionary Logistics Support Force Forward Alpha and Bravo, right, are operating the Mobile Mail Centers at Camp Arifjan and at Port Ash Shuaybah in Kuwait during their six month deployment. RADM Dan Stone met with the Sailors during his trip to Kuwait. On RADM Stone's left is CAPT Lyman Foster, Comanding Officer of NAVELSF Forward Bravo.



Supply Corps Reservists, at left, called up to deploy to Camp Arifjan, Kuwait, in support of Operation Iraqi Freedom took over an Army mission so Soldiers could rotate home. The Reservists at left, are stationed in Camp Arifjan. Some are wrapping up their tour while others have just arrived to take over for the next six months. They had an opportunity to meet with RADM Dan Stone, Chief of Supply Corps, seated, third from left, while he was visiting the various sites the unit is manning in Kuwait.

RADM Dan Stone Visits Forward Deployed Navy Cargo Handlers

*By Lieutenant Brian J. Brady, SC, USNR
Assistant Group Operations Officer and
Group Public Affairs Officer,
Naval Expeditionary Logistics Support Force Forward*

On Sunday, Aug. 29, 2004, RADM Dan Stone, Commander, Naval Supply Systems Command and 43rd Chief of the Navy Supply Corps, visited the Naval Expeditionary Logistics Support Force Forward groups to observe the turnover process taking place with the two NAVELSF Forward Groups, Alpha and Bravo. He was accompanied by CNOCM (SW/AW) Dan Warner.

During his visit to Kuwait, RADM Stone had an opportunity to observe the port and terminal operations at the Port of Ash Shuaybah, postal facilities in both Ash Shuaybah and Camp Arifjan, and the command headquarters element in Camp Arifjan. His stop at the port included a lunch with the supply rated chief petty officers of Alpha and Bravo and a visit to the camp's post office.

RADM Stone noted that the postal clerks deployed with Alpha have had an outstanding opportunity to work and gain experience in full service expeditionary postal facilities. The manager of the facility, CSC Michael Lilly of Columbus, Ohio, described his facilities role and introduced his senior postal clerks to the admiral.

Later in the event filled day, RADM Stone presented the Navy Achievement Medal to PC2 Ramon Oracion of Vallejo, Calif., and the Navy Commendation Medal to CDR Larry Kolb, SC, USNR, of Ogdensburg, N.Y.

At the all hands address, CNOCM Warner discussed the future of the supply based enlisted ratings with the Sailors. He emphasized that with the impending conversion of the postal clerk and ship's serviceman rating into the storekeeper rating, more opportunities will be presented to Sailors in that merged rating to advance to chief, senior chief and master chief than ever before.

The Chief's visit was capped off with a dinner with fellow Navy Supply Corps officers stationed in Kuwait. At the gathering of approximately 40 Supply Corps officers, RADM Stone was presented with a memento by CAPT Ray English, Commander of NAVELSF Forward Alpha and CAPT Lyman Foster, Commander of NAVELSF Forward Bravo.

Alpha's group of 500 Sailors was formed in January 2004 and deployed in February 2004 by merging three Navy Cargo Handling Battalions and one Navy Supply Support Battalion. It was assigned four missions: port and terminal operations, postal operations, fuels, and air cargo support. (More on these missions are found in this issue of the *Newsletter* on Page 6.)



CAPT Ray English, Group Commander, Naval Expeditionary Logistics Support Force Forward Alpha, and CDR Fred Boyles, show RADM Dan Stone, Commander, Naval Supply Systems Command, around Camp Arifjan, Kuwait. NAVELSF Forward Alpha is providing port and terminal operations, postal operations, fuels, and air cargo support.

The logistics accomplishments provided by Alpha and Bravo Sailors directly contributed to war fighter efforts in Operation *Iraqi Freedom II* and the global war on terrorism.

LT Brian Brady will reattach to NCHB 9 as Interim Operations Officer when he redeploy to the states. Prior to deployment he was Battalion Training Officer for NCHB 9, Columbus, Ohio. As a civilian, he has been employed by the Department of Treasury, Bureau of the Public Debt, since October 2002.



RADM Dan Stone, right, wishes CAPT Lyman Foster, Commander, NAVELSF Forward Bravo, well as his group starts their six month tour in Kuwait. Bravo replaces Alpha providing cargo handling support to forces in Iraq.

NAVELSF Serving in Kuwait and Iraq

In January of 2003 about 65 Reservists of Navy Cargo Handling Battalion 10 were recalled to be deployed to Kuwait in support of Navy Cargo Handling and Port Group (NAVCHAPGRU). These Reservists served six months and returned home.

A year later, Naval Expeditionary Logistics Support Force (NAVELSF) mobilized over 525 Sailors from four of its Cargo Handling and Supply Support Battalions for port stevedore and marshalling yard work, fuel farm (depot) operations, mail operations, and air cargo handling in Iraq and Kuwait. They were designated NAVELSF Forward Alpha. This group took over an Army mission so Soldiers could rotate home. (See the May/June 2004 issue, Page 9, for an article on how the unit trained and prepared to deploy.)

The next three articles tell the stories of the services performed by these two groups. The first article is an overview of the six month deployment for NAVELSF Forward ALPHA. The second article by a junior officer assigned as the Officer in Charge, Mail Element, talks about how it was to be a new officer suddenly thrown into a combat zone with morale for in-theater troops resting on his unit's shoulders. The last article is the story of NCHB 10 being called up to go to war and the work it performed to support the troops from the perspective of one of its members.



Naval Expeditionary Logistics Support Force Delivers Joint Combat Capability

By Captain Jim Johnson, SC, USNR,

Commander Mill Lewis, SC, USNR,

Commander Fred Boyles SC, USNR,

Naval Expeditionary Logistics Support Force Forward ALPHA

"Cargo Transfer Company," "Petroleum, Oil, Lubricant (POL)," and "Army Post Offices (APOs)" are key trade phrases in Army combat service support/logistics circles. So why are Navy Supply Corps personnel learning Army jargon? Over 525 Navy cargo handlers (stevedores, fuels and mail) from the Naval Expeditionary Logistics Support Force (NAVELSF) are working with the Army to provide critical combat service support logistics to Soldiers and Marines in Iraq and Kuwait in support of Operation *Iraqi Freedom* (OIF).

The importance of logistics in any military campaign cannot be over emphasized – and OIF and its associated troop rotations will comprise military logistics case studies for years. One study will be

how the Navy is playing a big part in logistics with the Army. This article examines four areas where NAVELSF personnel are providing critical combat logistics support to the warfighter in the U.S. Central Command area of responsibility (AOR).

In January 2004, NAVELSF mobilized over 525 Sailors from four of its Cargo Handling and Supply Support Battalions for port stevedore and marshalling yard work, fuel farm (depot) operations, mail operations, and air cargo handling in Iraq and Kuwait. These Sailors relieved and augmented a variety of Army and Marine Corps logistics units. "This is the single largest recall and deployment in NAVELSF history. Our first challenge was to integrate ourselves; four battalions had to become one group, NAVELSF Forward Alpha," explains the Group Commander, CAPT Ray English, SC, USNR. "Then we had to integrate into the Army TACON chains of command."

So in a predominantly Army-green environment, how is the Navy blue and gold doing? "Everywhere I go I see magnificent men and women who are totally integrated into the Army's forces," said Maj. Gen. Stephen Speakes, the Coalition Forces Land Component Commander's (CFLCC) Logistics Chief at Camp Arifjan in Kuwait. Regardless of the specific tactical mission, Sailors are working in a joint environment supporting Army logisticians.

Port Cargo Handling Operations

The 350 Sailors of Alpha's port element have been working for CFLCC on the deployment and redeployment of over 240,000 Soldiers, Airmen, Sailors, Marines, and equipment since February of this year at the Port of Ash Shuaybah, Kuwait. This location, 45 miles south of Kuwait City, has been the Seaport of Debarkation/Embarkation for the AOR and is the key civilian port for all of Kuwait. Port element responsibilities are broken down into shipboard stevedoring and managing the marshalling yards.



Aerial view of the port of Ash Shuaybah, Kuwait. Several U.S. Military Sealift Command (MSC) supply ships are shown moored at the facility. U.S. Navy photo by Journalist 3rd Class Eric L. Beauregard

Combat Stevedores

Sailors work the piers that service numerous types of Military Sealift Command (MSC) ships – the largest are LMSR's. If you asked anyone what LMSR stands for they might not know, but it is one of the latest and most capable MSC ships. It is officially a "Large, Medium Speed, Roll-on/Roll-off Ship," and at 950 feet the LMSR is almost as long as an aircraft carrier.

The Sailors work 24/7 in two section watches during surge operations. While detailed to the port these Sailors have handled, directed traffic, and managed securing of roll-on/roll-off and lift-on/lift-off cargo for over 40 deployment/redeployment vessel operations. "This is exactly what we've trained for. It's tough, but I like it so much I'm thinking of going active duty," said Petty Officer 2nd Class Harold Milles, 33, of Chicago, Ill. At home, Milles, a stevedore cargo handler, commutes to California once a month to drill with his unit.

In any operation, optempo and morale are not always in sync. "I love it," Chief Petty Officer Clark Lindner said as he oversaw the loading of 700 tanks, trucks, Humvees, and helicopters of the Army's 4th Infantry Division onto the decks and into the holds of the MV *Cape Horn* at the docks of Ash Shuaybah. "I love being on ships, the people, the camaraderie you have with everybody."

"You can't be out here without a sense of patriotism," said



Vehicles headed for Iraq poised at the port of Ash Shuaybah, Kuwait. Cargo Handlers from NAVELSF Forward Alpha and later Bravo are in charge of "rolling stock," as they enter and leave their dusty, rock-strewn yards hundreds of acres in size. Since they were mobilized, Alpha Sailors moved 244,874 vehicles and containers in and out of the yards. U.S. Navy photo by JO3 Eric L. Beauregard



Members assigned to Naval Expeditionary Logistics Support Force Forward ALPHA, move cables into place to attach to cargo containers being offloaded from the Military Sealift Command (MSC) fast sealift ship USNS Bellatrix (T-AKR 288). U.S. Navy photo by JO3 Eric L. Beauregard

Lindner, 40, of Donnelsville, Ohio. He works for a welding materials manufacturer, but likes his military job better.

Marshalling Yard

Much of what the Sailors are in charge of are vehicles, or "rolling stock," as they enter and leave their dusty, rock-strewn yards hundreds of acres in size. Since mobilized, these Sailors have moved 244,874 vehicles and containers in and out of the yards.

"The Army and Navy are working together," said LCDR Bruce Weidner, Officer-in-Charge of the yards. Weidner indicated that simple changes like tying a colored ribbon to each vehicle to indicate what ship it is destined for makes the job much easier. "We provide a valet parking service," he said. "We can find any piece of equipment in these vast yards in 15 minutes," he says proudly.

At one point during the surge in April, over 4,000 vehicles were in the yards awaiting the return trip home. Simultaneously, Sailors were busy managing the flow of vehicles and containers off the ships to the marshalling yards where the rightful owner could claim them for movement to Iraq for their one-year boots-on-ground deployment. Several combat units, both coming and going, have praised the efficiency and service of the Sailors operating these marshalling yards.

Fuel Farm Operations

Navy personnel also serve a critical logistics role north of the border in Iraq where they operate fuel farms. NAVELSF Forward Alpha Fuels, 528USNPOL as the Army calls them, has a mission to build, retrofit and maintain bulk fuel storage facilities at Logistics Support Area Anaconda (LSAA), Balad, Iraq.

This massive logistics hub 65 miles north of Baghdad is where 81 fuel personnel of NAVELSF Forward Alpha were from March through September 2004. These Sailors endured the intense heat of the Iraqi summer, the fine dust of the talcum-like dirt that is often stirred up in dust storms, and the constant fear of rocket and air burst mortar attacks.

For perspective, Anaconda is the most attacked base in Iraq. At Anaconda, the insurgents appear to have a strategy with their



Naval Expeditionary Logistics Support Force Forward Alpha handles port operations at Port Ash Shuaybah, Kuwait.

attacks. In May, a rocket or mortar hit one of the bladders and punched a hole into one of the fuel bags, but it didn't blow up – it was a dud. None of the Sailors were injured.

While attacks are not a surprise anymore, the Navy taking over the Army's job at the fuel farm was for Army Specialist Jaimie Cruz of Orlando, Fla. "It was a shock," Cruz said. "But I am happy the Navy came in. I think they are doing a good job."

The safe and successful operation of the fuel farm with over 80 50,000-gallon rubber bladders, that look like oversized water beds, provide critical fuel for the movement of personnel and supplies to other sites throughout the country.

"We're just trying to improve on what the Army has done here so that when we turn it over to the next unit, it will be better," said Petty Officer 1st Class Mike Miller, a Reservist from Los Angeles, Calif., as his fellow citizen Seabee, Petty Officer 1st Class Jody White, operated the bulldozer.

Once again the NAVELSF Forward Alpha delivers – but instead of vehicles and cargo containers at the port, in Iraq the unit is fueling a free Iraq. Sailors at Camp Anaconda have added an additional one million gallons of fuel to the capacity at the camp. Through Navy ingenuity, they developed a way to repair and renovate nine large fuel bunkers that are remnants of Saddam Hussein's regime. The hardened bunkers provide an extra safety net for fuel capacity in country if needed – as in April when the insurgents stopped many convoys.

Postal Operations

Part of the Navy combat logistics mission in the AOR includes delivering the mail. The 33 NAVELSF Forward Alpha Sailors providing postal service operations at five different locations in the AOR have rang-up over one million dollars in sales and handled over a million pounds of mail since arriving. The Post Office is a huge morale builder allowing mail from loved ones to arrive in a timely fashion to Soldiers fighting the war.

Army Sergeant Brandon Fletcher of Gilt Edge, Tenn., is one of the beneficiaries of the Navy's postal ops. "Actually, the post office seems to be running a little more efficiently, a little smoother since the Navy's taken over," he said.

Senior Chief Boatswain's Mate Albert Diaz, 48, of Jacksonville, Fla., was Post Master at Camp Wolverine, just outside the gate of Kuwait City International Airport, prior to the Army

moving the location elsewhere in Kuwait. In his civilian life, Diaz manages the night shift at a U.S. Postal Service processing center in northern Florida.

Diaz put his civilian experience to work numerous ways during his deployment at Camp Wolverine, where he and his postal clerks took over for an Army postal detachment. A truck delivers the mail every morning, backing up to one end of the tent. Before, the Army postal clerks would climb up into the back of the truck and toss the bags of mail, some weighing as much as 70 pounds, down to the ground. Once they were done, they would have to climb back down, or jump several feet onto the stony ground.

"I looked at that as a safety hazard," Diaz said. So Diaz had a platform built, level with the truck bed. Now, the bags of mail slide down gravity rollers onto a chest-high wheeled platform into the office. "Being fresh, we probably saw opportunities for improvement that they just didn't see," he said. "We are always looking for ways to do things better."

Mobile Air Cargo Handling Team

Twenty-one Sailors from the Omaha, Neb., area work side-by-side with their sea service counterparts to expedite critical Marine air supplies and parts. They work for the 3rd Marine Air Wing (3rd MAW) at eight locations in Iraq and Kuwait.

"The knothole has always been the last mile," said Lt. Col. Rich Coleman, a Supply Liaison Officer with the 3rd MAW.

"The work and dedication of these Sailors is outstanding. These parts are critical for us to keep flying. Prior to them arriving, nobody had the specific job of looking out for Marine Air Wing shipments within Iraq and Kuwait. As a result, no one took responsibility for making sure shipments reached their final destination," Coleman said.

Once cargo comes in on a transport plane, if it is not claimed within the first four hours of being on the ground, it is moved to a yard, where it waits to be claimed. The Mobile Air Cargo Handling (MACH) team members ensure the cargo never makes it to the yard, but rather is expedited to the air wing.

Senior Chief Storekeeper (SCW) Debby Schouten from Pleasant Hill, Mo., is the MACH Team noncommissioned OIC at the hangar at Balad Air Base, Camp Anaconda. Within days of their arrival, they identified and forwarded numerous critical parts. "Unfortunately because we didn't have visibility of the parts, they were getting backlogged in places. Since March, we have shipped



Marine equipment is being loaded aboard a Military Sealift Command ship for transportation back to the states.

out about 1,400 pieces of cargo. We've been shoving things to them as fast as we can," Schouten said.

The NAVELSF MACH Team delivers for the Marines!

Summary

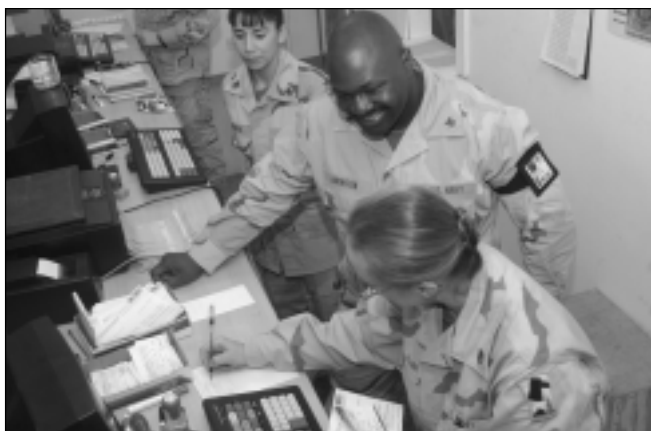
Early last December, if you were to ask any of the 525 Sailors from the Naval Expeditionary Logistics Support Force where they would be spending the summer of '04, the last place most would have guessed was Kuwait or Iraq. Their sense of service, patriotism and pride keeps them focused in conditions that exceed 115 degrees everyday. They move cargo at the port, manage vast marshalling yards, provide fuel services in Iraq, sort care packages for Soldiers at the post office, and expedite Marine air parts and supplies to Marine aviators. All this is a testimony to the fact that NAVELSF delivers combat service support capability through logistics to the joint warfighter!

Life as a Forward Deployed Junior Supply Corps Officer

*By Lieutenant Junior Grade Tom Henggeler, SC, USNR
Officer-in-Charge, Mail Element,
Naval Expeditionary Logistics Support Force Fwd Alpha*

I graduated BQC School with the 54th Company in August of 2003. I was assigned to NAVELSF Supply Support Battalion (SSB) 1, Mobile Mail Company (MMC) located in Tucson, Ariz. Three months later my unit was mobilized to active duty. Not only was I the new junior officer (JO) in the unit, I was now the Officer-in-Charge (OIC) of a 31 member postal detachment, responsible for financial and operational control of five Army Post Offices (APOs) located in northern and southern Kuwait, in support of Operation Iraqi Freedom II.

One of the alluring aspects about NAVELSF for me was that it was a great fit for my first assignment as a JO. Being prior enlisted U.S. Marine Corps with "Shore Party" logistical experience, and being accustomed to wearing BDUs, I fit right in to the NAVELSF mission of an "expeditionary unit." Providing combat support services and forward logistical support to shore-based units was a part of my prior experience. But a Mobile Mail Unit? I had never heard of this type of unit in the Marine Corps, or the Navy. What



PC1 Maria DeJesus Phelps, left, and SK2 Louis Brinson, center, learn the mail-handling ropes at Camp Arifjan in March from Army Sgt. Park.

was I going to do on a drill weekend?

There are only two MMCs in the entire structure of the U.S. Navy, SSB-1 Mobile Mail Company located in Tucson, Ariz., and SSB-2 Mobile Mail Company located in New York. There are over 100 Army Postal Platoons nationwide, and their resources are being stretched thin. A Navy MMC consists of 31 members, one junior Supply Corps officer, one senior enlisted postal clerk, and 29 junior Sailors. In comparison, an Army Mail Platoon consists of 17 personnel, staffed by a junior OIC. Typically, our Reserve annual training is conducted at fleet mail centers to include locations in Hawaii; Sigonella, Italy; Rota, Spain; and Yokosuka, Japan. Not a bad place to do an AT! An MMC's Individual Training Plan requirements consist of basic mail operations familiarization and registered mail handling. Members are also required to qualify on the M16 rifle, learn basic combat skills, and to be 10K fork lift certified. Once certified in these areas, members are considered "to be fit" for mobilization.

The global war on terrorism has increased the training requirements and expectations of the NAVELSF MMC. Inter-service postal units are frequently being called upon to support Army missions. Upon mobilization to active duty, our 31-member unit received two weeks of Department of Defense postal training in Williamsburg, Va., from the Joint Services School. All members were trained as finance clerks, capable of manning Integrated Register Terminals and Custodian of Personnel Effects.

What did this extra training mean for our unit? We were now a fully trained postal unit, capable of manning and providing financial and operational services to APOs and fleet post offices globally. Currently, there are over 60 APOs located in Iraq, Afghanistan, Kuwait, and various APOs in Bosnia and the Horn of Africa.

I never would have guessed that 21 months after walking into the recruiter's office, I would be working for the Army, and be the finance officer in charge of five APOs located in Kuwait. My story is not uncommon. There are over 40 Supply Corps officers in Kuwait. Looking ahead, I realize that members of NAVELSF MMC may be called upon in the future to service any one of the 60 APOs located in Kuwait, Iraq, or Afghanistan.

Lessons Learned:

Here are some quick observations from the 11 months I have been assigned to NAVELSF MMC:

- I've learned the importance of training my Sailors to be physically and mentally prepared for active duty.
- Sailors need to understand that joining a mail unit does not exclude them from being assigned to dangerous and arduous working environments. Sailors, Soldiers, Marines, and Airmen, wherever they are assigned, receive their mail through an APO or FPO so PCs serve wherever the warfighter goes.
- Mail service is essential to the warfighters' morale.
- Whether assigned to a U.S. Navy vessel, a shore station, or an Army APO, a Navy Chief is a critical part of leading a team and the smooth running of an operation.
- Working in a joint forces environment entails a whole new set of skills in tact and communication.
- Never forget your Navy core values of "honor, courage, and commitment," and be proud of what you can accomplish as a team.

After seven months of being deployed to Kuwait and working with inter-service mail units, I can say with pride being the OIC of NAVELSF FWD Alpha's Mail Unit has truly been a rewarding experience, and great first assignment for this Navy Supply Corps JO.



NCHB 10 YB Experiences in Kuwait

By Lieutenant Jonathan Markrich, SC, USNR

The warning sirens go from high tone to low tone or you may hear three short bursts on the ship's horn. You might even see a green star cluster at a predestinated point either at Port of Ash Shuaybah, Kuwait, or Camp Patriot, commonly referred to as Kuwait Naval Base (KNB). Then you will likely hear something like, "... All KNB, All KNB ... LIGHTNING, LIGHTNING, LIGHTNING ... MISSILES INBOUND, MISSILES INBOUND!"

It is always a shock, but you are prepared. You immediately go into MOPP [Mission Oriented Protective Posture] Level 4, donning your gas mask as you run to your bomb shelter. Your shelter could be a buried 20-foot steel container, or the bottom deck engine room of the ship you're offloading, or it may even be an open concrete shelter. All the Chemical Biological Radiation (CBR) training and missile attack drills that you had gone over and over, day after day have meaning.

The reality of war is upon you. Iraqi military forces are firing SCUDS directed at you and your shipmates. Your mission however, whether at Port of Ash Shuaybah or at the KNB ammunition pier, is to offload that cargo even during attacks. Now you wait for the "ALL MISSILES DOWN, ALL MISSILES DOWN" which is the all-clear to return to the mission.

As did every other member of Yankee Bravo (YB) Detachment who was designated to mobilize, I received my call the morning of Jan. 2, 2003. All of us, who were a part of YB, had known for several months



Navy Cargo Handling Battalion 10 Yankee Bravo resided in Camp Patriot while deployed to Kuwait.

this might happen and most of us intently listened to the television news looking for "signs" indicating escalated operations. Being designated as "YB" and being provided additional focused team training as well as being issued desert battle dress uniforms, or BDUs, were all strong indicators that activation might occur.

My Commanding Officer, CDR Kathryn Smith, SC, USNR, called me at 7 a.m. that day to inform me that YB Det was being mobilized and asked me to activate the recall phone tree. I needed to report to my Reserve Center in Roanoke, Va., within 72 hours or less.

It would be up to LT Rodney Bonner, Officer-in-Charge (OIC) to lead YB from mobilization to its in-theater mission.

After I returned to the states, I spoke with CDR Smith and asked her what she believed to be her biggest challenge in getting NCHB 10 mobilized. She said "NCHB 10 had just been through the Status of Readiness and Training System validation in June of 2002 and was now certified as deployment ready. Knowing that the United States was engaged in a War on Terrorism, I didn't know what the tasking would finally be, but

my initial intent was to start to prepare the entire battalion for a heightened state of operational preparedness and readiness. The challenge was to raise the sense of urgency without shooting up the anxiety level."

She said that she believed that NCHB 10 at the time of the decision was clearly among the most prepared and ready battalions of the 12 NCHB's in the Naval Expeditionary Logistics Support Force. She also said, "... we [NCHB 10] were just certified for independent deployment in June 2002. Then I learned that our mission would be to augment the Navy Cargo Handling and Port Group (NAVCHAPGRU). NCHB 10 is collocated with NAVCHAPGRU at Cheatham Annex in Williamsburg, Va. ... Given all the givens, I think it was a 'no-brainer' to determine that NCHB 10 should be the battalion selected to provide augmentation for NAVCHAPGRU."

CDR Smith stated that based on briefings, there was a strong indication that NCHB 10 could be called up and activated just about anytime after late October. "The next challenge was to start the 'mind set' and physical transformation from drilling Reservist to active duty member. Getting the NCHB 10 YB personnel, checked off on medical readiness, personnel and legal matters, CBR and 782 gear training, and also preparing the family for an imminent mobilization mode – and trying to have



Bunkers are often cargo containers normally used for shipping, partially buried and reinforced with sand bags.

everything completed 'prior to the phone call' – whenever that might be!" she continued.

After I took the call from the CO, I went to work that Thursday morning and notified my employer, Bed Bath and Beyond, that I was being mobilized and orders would be forthcoming. I completed some last minute work and then I left my civilian employer. In my experience, it doesn't matter how much you prepare yourself to be mobilized. Time runs out fast for last minute items you wanted to accomplish and especially the time you wanted to spend with your family.

It took just over a week for everyone to get through the Reserve Centers and through the Navy Mobilization Processing Site at the Norfolk Naval Base. We weren't exactly sure when we would be departing for OCONUS — and we still didn't know where we would be going!

After NMPS, we reported to Cheatham Annex (CAX) and prepared our 782 Gear consisting of fighting load-carrying, bivouac, and protective equipment. Then we spent whatever time we had left with our families at the hotel in Williamsburg where we were being berthed awaiting departure.

Everyone from all the companies of NCHB 10 was prepared to be either mobilized or to support those who were going to be mobilized. The internal battalion support system during mobilization was incredible! What made me personally proud and gratified was to watch how every member from NCHB 10 looked out for someone else; and it didn't matter whether it was their best friend on drill weekends or someone they just got to know from another company. When we did arrive in Kuwait these same bonds took place with our active duty counterparts of NAVCHAPGRU.

After an all night packing session, we mustered with NAVCHAPGRU, our new chain of command, in the CAX Theater, and then said some heartfelt good-byes as we boarded the buses in the hotel parking lot to depart to the Norfolk Air Terminal.

After several hours of standing by, our chartered Continental Airlines 777 arrived around 2 a.m. I've heard some of my shipmates say that the best part of the mobilization was getting first class treatment from the Continental crew!

The flight was over 24 hours long and we arrived at the Kuwaiti International Airport early on the morning of Jan. 15. As we prepared to disembark, the force protection officer (an Air Force officer) came



Living quarters were close during deployment to Kuwait.

aboard to tell us EXACTLY how we were going to depart the plane and where we would wait for our buses to KNB. From that point on, every movement was planned and performed expeditiously because of the threat of enemy attack.

As we got off the plane, I recall that the heat hit us all as if we were walking into a sauna. We were brought to a secured area outside and waited hours and hours for an armored convoy to depart for KNB. While we waited, some of the troops read, played cards, and ate their first MRE's in the theater.

From my recollection, we arrived at KNB late in the evening after about an hour's bus ride. As we rode in the chartered buses, the curtains had to remain closed as part of the force protection posture. Actually, wherever we traveled curtains remained closed and whatever we saw of Kuwait was what we saw when we peeked through them. What we saw on that bus ride was desert on both sides of the road with occasional shepherders and their flocks, camels, tents, and a few huge homes that looked like small hotels. What amazed me was that some people in Kuwait seemed to be living as they did during the biblical days.

We arrived at Kuwait Naval Base to find a mosque across the street from Camp Patriot, our new home. Camp Patriot is entrenched within the KNB, sharing just about every facility except the mosque which was out of bounds for everyone but the Kuwaiti Naval personnel. Five times a day for the six months we were there we heard the people praying in the mosque and we were typically awakened by the

daily Islamic prayers.

As soon as we were given tent assignments and cots, many of us tried to make a phone call home. When we first arrived at Camp Patriot, there were only three working satellite phones provided by the Marines for a camp of over 3,000 personnel. Each person was given 10 minutes once they made a connection. The connections were terrible but just hearing the voice of your family or friend made the three hours wait well worth it.

Some of us had less than three hours of sleep since arriving at KNB, and we were awakened to grab our gear and do what we came to do ... offload combat power for the warfighters. In the middle of the night we were jammed on small buses we rented from the Kuwaitis, curtains closed, wearing flak jackets and Kevlar helmets, and convoyed to Port of Ash Shuaybah.

We arrived at Ash Shuaybah to find that it was the main port for Kuwait as well the central industrial complex with surrounding refineries and manufacturing plants. NAVCHAPGRU was already on the scene and hatch teams and watch officers were assigned to their ships.

From here on out this was real world, mistakes could mean life or death, but we were properly trained and ready to offload cargo. We were offloading real ships: *Maersk*, *Waterman* and *Amsea* Classes. Sometimes there were four pedestals with two Haggglund cranes apiece and sometimes you had just one.

Every ship whether it was an offload or a back load presented her own challenges: broken cranes, hot racking, no food, no coffee, ships where the engines were



Naval Cargo Handling Battalion 10 Yankee Bravo hatch teams lifted over 28,000 containers, 2,000 pieces of Civil Engineering Support Equipment (CESE), break bulk ammunition, combat equipment, helicopters, tanks, missiles, etc., during 24-hour operations with 12 hour shifts while deployed to Kuwait.

deafening, sometimes it rained, and sometimes it was so hot you could only work 20 minutes on and 60 minutes off. The norm was 24-hour operations with 12 hour shifts. On our first operation we offloaded two ships and back loaded another. There was not enough berthing space at the available piers so we were often doing two in-stream offloads at the same time.

During our six months deployment, we offloaded 11 Maritime Prepositioning Ship Ready On Station ships; five Fast Sealift ships; four Large, Medium Speed Roll-On Roll-Off (RO-RO) ships; eight commercial container ships; and four Break Bulk Ammunition Cape ships. The back load consisted of three Cape RO-RO ships and one Cape ammo ship.

YB hatch teams lifted over 28,000 containers, 2,000 pieces of Civil Engineering Support Equipment (CESE), break bulk ammunition, combat equipment, helicopters, tanks, missiles, etc. If it was needed for the War on Terrorism, we lifted it!

We stayed busy. After we were finished offloading our ships and there was time before the next ship arrived, the ship watch officers and ship supervisors would get together to complete their offload or back load after action report to present to NAVCHAPGRU. This is when we would go into detail, reviewing how we offloaded the ship, the challenges and the lessons learned. The feedback would be great

because every combat stevedore was welcome to participate in this discussion to make the next offload or back load smoother and safer.

Since I've returned, a number of people have asked what we did for "fun" out there. Needless to say the weather was hot during the day, but was surprisingly cold at night during January and February. In March, it started to get to 100 F during the day and we would actually have to get up for physical training at 4:30 a.m. because it was cool enough to work out then. We had PT three times a week. That got most of us into the best shape of our lives! We started to look forward to it, so, during the off time, we worked out — running, swimming or lifting weights. A great deal of volleyball was played as well!

During the first few months in country, there was an AAFES (Army & Air Force Exchange Service) trailer to buy candy, soda, or any needed toiletries; and given the number of personnel assigned to KNB, waiting in line for an hour for some toothpaste, a DVD, or a magazine was a common occurrence. At night you could see a movie in the movie tent or if you knew someone who had a laptop, you could watch DVD's.

NAVCHAPGRU provided two laptops to the troops to e-mail home and about 12 computers were available in the camp for use by reservation. As time went by, AAFES actually began to build a real

Post Exchange (PX) within KNB that included a Baskin Robbins, Hardees, Pizza Inn, Subway, a cleaners, a jewelry store, a general store, and a barber shop. When the general store opened and started selling cell phones to the troops in mid-March, I saw morale really begin to pick-up. Now the troops did not have to wait hours in long lines to make a call. By July, a phone bank was installed in the camp as well as an additional pay as you go high-speed Internet service café.

As combat operations were winding down in May, we were already in the ship back load mode, and it became apparent that our unit would soon be going home. This became reality when RADM Robert R. Percy III, SC, USNR, Commander of NAVELSF, came to visit the troops at KNB on May 24 and told us that we would be home by the end of June. Now it was not a matter of if we were going, it was a matter of when, and believe me, everyone thought they knew the actual date! But, that didn't matter, we knew that closure to this deployment would soon be at hand. Now all we had to do was make sure that no one got careless and that we all made it home in one piece.

On June 19, we got the word that the YB would be moving out and were scheduled to arrive at home on June 21. On the 20th, we boarded a DC-10 for the long but very happy flight back to Norfolk, Va. We arrived to an unparalleled NCHB 10 homecoming with "Welcome Home Patriots" signs, hugs, kisses, and congratulatory handshakes. NCHB 10's Yankee Bravo Detachment mission was successfully completed.

About a month after our return, as I was beginning to put this article together, and was beginning to look back at our time in Kuwait, I became curious as to what other members of YB remembered of the shared experiences. I asked some of my shipmates for their thoughts as to what the most challenging moment, the proudest moment, and/or the most memorable moments were for them during our participation in Operations *Enduring Freedom* and *Iraqi Freedom*.

LT Bonner said his biggest challenge in leading YB, was "Ensuring a smooth integration between NAVCHAPGRU and NCHB 10 troops." He added that he was proudest of "the work ethic and total commitment demonstrated by NCHB 10 personnel in assisting NAVCHAPGRU in providing combat power to Marine Corps



After a shopping trip to the AAFES, LTJG Jonathan Markrich, BM2 Quillen and her son visiting from another unit forward of Kuwait Naval Base, and LT Rodney Bonner, head back to Camp Patriot. The mosque at Kuwait Naval Base is in the background.

and Army fighting forces.” His most unforgettable moment was offloading ammunition from the M/V *Cape Spear* in Kuwait while under enemy attack.

I also contacted Engineman 2nd Class Ernest Massie and Chief Storekeeper Christopher Snead to ask them the same questions.

Massie, who is extremely proud of being mobilized at 51 years of age, had several duties while deployed: status board recorder, forklift instructor, and pier boss. His most challenging moment was when he worked two ships back to back, in the rain and slipped on a hatch cover and injured his knee. He knew he needed to keep working and did. Massie’s proudest moment was in working his last ship, M/V *Cape Johnson*, and knowing that the team completed over 400 lifts on this ammunition ship back load with only two hatch teams. He said his most unforgettable moment occurred at the beginning of the war on March 20, when he was working the status board and the missile attack sirens went off repeatedly. “We had over 11 attacks that night,” he said.

Snead, (who was Storekeeper 1st Class Snead while deployed), said he remembered exactly his most challenging day: “It was at Port of Shuaybah, when we first arrived, and I had already worked a couple of ships back to back. That night, my hatch team had to sleep right next to the containers we had

offloaded because there was no room on the bus back to KNB and no berthing available on the ship.” When asked about his proudest moment, SKC Snead said, “It was at our final muster at KNB and we were officially being detached from NAVCHAPGRU. It was then I really realized the accomplishments and the contributions we made and we did it without any major injuries or damage to property.” As for his most unforgettable moment, he remembered the first enemy attack and hearing “LIGHTNING, LIGHTNING, LIGHTNING at KNB” announced over the base loudspeakers “We had just reviewed CBR training and put our materials away and then the sirens went off. We scrambled to ‘H’ missile/bomb shelter (a 20-foot container that was buried in the sand with big blocks of sand fortifications) into MOPP Level 4 and waited.”

I can say with certainty that the experience we all shared is one we will never forget. To me as a United States Navy Supply Corps officer and as an individual, I know that this was my best experience, my proudest experience, and my most memorable experience. I have made friends for a lifetime. We worked hard at the jobs we were trained to perform and we did well. The YB Det received over 25 well-earned awards during their time in Kuwait.

We did a number of things other than moving cargo – we contributed to the welfare of the camp and we took care of our shipmates. Our very own EN2 Benjamin Fye of YB was the very first awardee from either NAVCHAPGRU or NCHB 10 and he was awarded the Navy and Marine Corps Achievement Medal for getting the food storage refrigerators up and running in time for the conversion from Kuwaiti food contractor to a self-reliant Navy galley.

As I close this, my thoughts remain with our brothers and sisters of NCHB 1 (previously NAVCHAPGRU) and all the CHB’s who are currently being mobilized or who are still out there with the rest of the services, serving our country. We must continue to support all of our troops and we Reservists stand ready to fight the next fight wherever in the world it might be. ↴

LT Jonathan Markrich was among hundreds of Navy Selected Reservists activated to provide logistics support for Operations Enduring Freedom and Iraqi Freedom and served as Assistant Officer in Charge, Yankee Bravo Detachment, Navy Cargo Handling Battalion 10. LT Markrich is currently attached to Naval Reserve Fleet Industrial Support Center Pearl Harbor Det 220 as their training officer. At the time of submission of this article CHB 10, Air Cargo Company Det deployed to a destination unknown, a mission to complete, and family and friends awaiting their safe return. He is currently a department manager at NEX Pearl Harbor.

Cover Photos: Background photo is an SH-60B Seahawk assigned to the “Proud Warriors” of Helicopter Anti-submarine Squadron Light Four Two (HSL-42), as it flies over Kuwait during a training flight. U.S. Navy Photograph by Photographer’s Mate 2nd Michael Sandberg. Inset photos include, from left, Aviation Electronics Technician 2nd Class Jennifer Carpenter and Electronics Technician 1st Class Henry Sarmiento test the communications equipment at Port Ash Shuaybah, Kuwait; Mobile Mail Unit personnel from Camp Arifjan with RADM Dan Stone, far right, and CNOMC Dan Warner; Boatswain’s Mate 1st Class Kathy Hill rigs up a container portside at Port Ash Shuaybah, Kuwait; Store Keeper 2nd Class Angela Corrigan, kisses her daughter before deployment with the Naval Expeditionary Logistics Support Force Forward Bravo. U.S. Navy photo by PHI Michael Worner

From the Front

An E-mail from CDR Dionisio S. Gamboa

Just dropping you a line to say hello from CJTF-HOA J4 [Combined Joint Task Force – Horn of Africa J4]. Hope things are well in Philly — expect this is probably the hottest time of the year there. Believe it or not, it seems to be cooling off here.

Have just returned from abroad, had an interesting adventure ... went down range to conduct a logistics assessment of one of our sites as well as its supporting Logistics Element left first thing Friday morning on the half-day overland trip to the site. I (and my “force protection”) had the lead in a four vehicle convoy. Infantry force protection was stationed in the second and fourth vehicle, radio comms in my vehicle and the last vehicle. Roads for the route were fair to poor, ranging from dirt roads to moderately paved roads (potholes abound) and we had to go through some questionable towns along the way ... attempted to maintain between 80 and 120 kph, and if we slowed at any point along the way, particularly in the one-lane towns (dirt roads), weapons which were in condition 1 went off safe.

One of our personnel carriers broke down about four hours into the trip, and we happened to be in the most dangerous area along our route ... simultaneous flat tire and radiator cap blowing off ... jerry-rigged the radiator cap with a mountain dew can and a piece of the rubber floor board, keeping the homemade radiator cap in place with a tree branch wedged under the engine hood ... all the while, we all had weapons drawn, off safe, and heads on a swivel big time. Our intel brief had warned us not to stop under any circumstances, and if we were to blow a tire in certain towns, we were given guidance to continue driving on the flat until outside of the town limits.

[We] got the engine started again and drove for another 20 miles before the engine seized. At this point, the vehicle was not salvageable, so we transferred all the personnel in that vehicle to the other vehicles. As we were transferring gear, were approached by several locals carrying machetes. We were locked and loaded and once they realized that fact, they backed off, claiming they were farmers and meant us no harm. [The] contractor who was driving the downed personnel carrier insisted on remaining with the vehicle (contrary to my strong recommendation that he come with us), as he was certain that he, as a local, was safe from harm (even in the face the our machete-bound visitors). We later found out that those “farmers” were highway bandits and they robbed and beat up the contractor that stayed with the vehicle (as well as cannibalizing the heck out of the vehicle). Apparently, this example of highway banditry is fairly common once you leave town limits, although we were briefed it was rare during the day.

We stayed in the field for a week, and got a good appreciation for how our boys were living, as well as the status of their logistics support. Lots of things we can do to improve their quality of life, and we’re pushing that from our end now that we’re back.

Other than that, things are fairly busy here at J4. Our current XO will be departing, with no relief, so I will be fleeting up to J4 Deputy on a permanent basis here in a few days. It was interesting being the OPSO for the last 3 months.

I saw the message from NAVCENT putting out the call for my relief — good to know the system is still intact.

I haven’t put on O-5 yet; still waiting for the General to sign the paperwork (should be today, though).

VR/
Donnie Gamboa
Commander, SC, USN
CJTF-HOA J4 Plans & Ops Officer

Forward Deployed

The following Supply Corps officers and civilians have been forward deployed for logistics and contracting support of Operations *Enduring Freedom* and *Iraqi Freedom*.

LT **Lillian Abuan**, from Chief of Navy Supply Corps, Bureau of Navy Personnel to Special Operations Command Central Forward, Qatar, Logistics Officer

LCDR **Chris Atkins**, from Defense Contract Management Agency (DCMA) Northrop Grumman Bethpage to DCMA Middle East (ME) Al Udeid, Qatar for Contingency Contracting

LCDR **Drew Barker**, Navy Reservist to U.S. Mobility Operations Group - United Nations Mission in Ethiopia and Eritrea -001 Ethiopia, as a military observer, UN Peacekeeping Operation

LT **Russell A. Baum Jr.**, Navy Reservist from DCMA Headquarters to DCMA ME, Coalition Provisional Authority (CPA), Baghdad, for Contingency Contracting

LCDR **Elizabeth Beaty**, from Defense Distribution Center (DDC) to Central Command Deployment and Distribution Operations Center (CDDOC) for Logistics Support

LTJG **Carla Berg**, from Fleet and Industrial Supply Center (FISC) Puget Sound to Commander U.S. Naval Forces Central Command, Bahrain, Logistics Readiness Center (LRC), Watch Officer

LT **Steve Bettner**, from DCMA Atlanta to Iraq for Contingency Contracting

LCDR **John Blakely**, from Defense Reutilization and Marketing Service (DRMS) to Defense Logistics Agency Contingency Support Team (DCST) Kuwait, Logistics Support

CDR **Greg Breen**, from Assistant Secretary of the Navy (Research, Development, & Acquisition) to CPA, Baghdad, for Contingency Contracting

CDR **Herbert Byrns**, from DCMA Pittsburgh to DCMA ME, Afghanistan, for Contingency Contracting

CDR **Kent Caldwell**, from DCMA Northrop Grumman Bethpage to DCMA ME Arifjan, Kuwait, for Contingency Contracting

CDR **Edward Chevalier**, a Navy Reservist to CPA, Baghdad, for Contingency Contracting

LCDR **Will Clarke**, from Naval Air Systems Command to CPA, Iraq, Financial Management Coordinator

CAPT **Wayne Cox**, from Navy Integrated

Program Office, Washington, D.C., to CPA Baghdad, Issues

LT **Scott Davis** from DCMA East to DCMA Iraq, for Contingency Contracting

LT **Richard Dixon**, from FISC San Diego to CENTCOM Bahrain, Ordering Officer

CDR **Robert Dowell**, Navy Reservist from DCMA to Bosnia, for Contingency Contracting

LT **William Duffy**, from Naval Station Mayport to Commander Joint Task Force (CJTF) Guantanamo Bay, Cuba, J4

Margaret Kenyon-Ely, from Naval Supply Systems Command (NAVSUP) to CPA.

LCDR **Dionisio Gamboa**, from Naval Inventory Control Point Philadelphia, Pa., to CJTF - Horn of Africa (HOA), Djibouti, Logistics Plans Officer

CDR **Robert Gerstner**, Commander Pacific Fleet to CJTF - HOA, Djibouti, Logistics Plans Officer

LCDR **Matthew Gibbons**, from Defense Supply Center Philadelphia (DSCP) to DCST Kuwait, Logistics Support

LT **Terrence Glasgow**, from Trident Refit Facility Kings Bay to CJTF - Guantanamo Bay, Cuba (GTMO), J8 Comptroller

LCDR **Frankie Hand**, from DSCP Defense Subsistence Office Tidewater to CJTF - GTMO, J4 Operations

CDR **Frank Hruska**, from Fleet Forces Command, Norfolk, to CPA Baghdad, for Contingency Contracting

LCDR **Les Huffman**, from FISC Norfolk to Coalition Military Assistance Training Team (CMATT) -C4-0004, Budget Officer

LT **Frank Johnson**, from Naval Special Warfare Group 2, Little Creek, Va., to Naval Special Warfare Task Group - Arabian Peninsula, Baghdad, Iraq, J4

LTJG **Joanna Kalvig**, from DSCP to DCST Kuwait, Logistics Support

LT **Shane Kenney**, from DCMA Pittsburgh to DCMA ME, Kosovo, for Contingency Contracting

LCDR **Glenn Killingbeck**, from DCMA St. Louis to Kosovo for Contingency Contracting

LT **Matthew Kim**, from DDC to DCST Kuwait, Logistics Support

LT **Joseph Knudson**, from DCMA East GE Lynn to DCMA ME Arifjan, Kuwait, for Contingency Contracting

LT **William H. Li**, from FISC Yokosuka to Multi-National Force-Iraq (MNF-I) Commander's Emergency Response Program (CERP), Contingency Contracting

LT **Anthony Lopez**, from Naval Weapons

Station Charleston to CJTF - GTMO, J4 - Supply Section

LT **Geoffrey Lyster**, from Joint Staff, J4, to CPA, Baghdad, for Contingency Contracting

LT **Jesse Maggit**, from Commander, Naval Surface Force, Atlantic to CJTF - GTMO, Deputy J4

LT **Alexander Maitre**, from DCMA San Diego to DCMA Southern Europe, Bosnia, for Contingency Contracting

LT **Monte Mann**, from DCMA West Raytheon Tucson to DCMA ME, Iraq, for Contingency Contracting

CDR **Gregory Martin**, from Space and Naval Warfare Command to United States Agency for International Development, Iraq, Senior Financial Analyst

LCDR **William Mattimore**, a Navy Reservist from DCMA to DCMA ME Northern Iraq, for Contingency Contracting

CDR **John McKone**, from FISC Norfolk to Djibouti, HOA, for Contingency Contracting

Mindy McDaniel, from Naval Sea Systems Command to CJTF-7 Baghdad, for Contingency Contracting

CAPT **Paul McNeill**, from Commander, Atlantic Fleet to CJTF - GTMO, J4 Command Element

CDR **Dismas Meehan**, from Submarine Base Kings Bay, Ga., to CJTF-HOA Djibouti, Readiness Officer

LTJG **Manual Metcalf**, from DCMA East New York to DCMA ME Ar Ramadi, Iraq, for Contingency Contracting

LT **Keith Mier**, from USS *Emory S. Land* (AS 39) to CMATT Baghdad, Comptroller

LT **Craig Mihalik**, from DSCP to DCST Kuwait, Logistics Support

Ryan Mullins, from FISC Jacksonville to Turkey for Contingency Contracting

LT **Colin O'Brien**, from DCMA Springfield to DCMA ME, Udari, Kuwait, for Contingency Contracting

CDR **Dennis Ott**, from DRMS to DCST Kuwait, Logistics Support

CDR **Timothy Phillips**, from Naval Information Systems Activity to Multi-National Corps-Iraq, Baghdad, Headquarters Budget Officer

LTJG **Billy Plant**, from Naval Air Station Keflavik, Iceland, to CPA Baghdad, Watch Officer

Richard Reed, from Assistant Secretary of the Navy to Baghdad, Budget Officer

LT **Shane Rice**, from Naval Station Training Center Great Lakes, Ill., to CMATT Baghdad, Personnel Plans Officer

CDR **Kenneth Reynolds**, from DCMA

Galley Time Management

By Lieutenant Commander Kurt Wendelken, SC, USN
Assistant Supply Officer, USS Bataan (LHD 5)

On May 3, 2004, USS *Bataan* (LHD5) finally earned some time in the shipyard. After three deployments in three years supporting Operations *Enduring Freedom* and *Iraqi Freedom* the crew of the "Big 5" was going to be spending time with family and loved ones.

While it was a great luxury to be able to go home every night, it didn't take long for the crew to discover that the shipyard is a time of painting, schools, and other competing activities. All while conducting normal day-to-day operations; issuing parts, providing full customer service operations, making open purchases, disbursing, running the sales and services operation, and feeding Sailors. Coordinating all of these activities required a great deal of planning and meticulous management by supervisors.

In an effort to increase the efficiency of *Bataan's* food service personnel, Food Service Officer CW02 Bobby Winn suggested adding more advanced foods to the menu and developing a more flexible schedule for the culinary specialists and food service attendants. The combination of these two initiatives allowed the department to clean and preserve all their storerooms and still take summer leave, attend schools, and conduct training without overtaxing the division.

While researching the wide variety of advanced food options now available to

Navy ships, Winn was coincidentally contacted by Chief Culinary Specialist Wright, Leading Culinary Specialist at Amphibious Construction Battalion 2 (PHIBCB 2). PHIBCB 2 had just returned from a deployment to Honduras and had a number of Unitized Group Rations (UGRs) that they could not use. Wright asked CW02 Winn if *Bataan* was interested in using the UGRs.

The UGR was designed as a self-contained menu with everything needed to prepare and serve a hot meal to a group of 50 in the field. The UGR also simplifies ordering and distribution and consists of 14 dinner and seven breakfast meals. Food, condiments and serving utensils are packed into three cartons. Two boxes contain semi-perishable items and the third contains perishables and frozen foods such as main entrees, meat, eggs, and waffles.

Before UGRs, CSs had to order 33 to 52 separate line items to prepare one meal. Also, UGRs are packaged so that they can be ordered by using one stock



CS3 Basney grills steaks with a smile on his face since USS *Bataan* Food Service innovations have given the chefs more time for family and shore activities.

number. These boxes contain items with familiar name brands such as Eggo, Hungry Jack or Aunt Jemima waffles, Stovetop stuffing, Uncle Ben's rice, Kool-aid, and Tabasco sauce.

Bataan's first UGR test was a breakfast meal consisting of creamed sausage, biscuits, and boil-in-the-bag (BIB) eggs. The quality of the prepared items was excellent. Jack of the Dust, CS1 Sharon Olson said, "it was the best sausage gravy she ever ate." The second

Forward Deployed

(Continued)

East Lockheed Martin Orlando to DCMA ME Arifjan, Kuwait, Officer in Charge Contingency Contracting
CDR **James Roberts**, from Commander, Atlantic Fleet to CJTF-GTMO, J4 Command Element
CDR **Guy Sanchez**, DDC to CDDOC, Logistics Support
CDR **Duane Schatz**, from Military Sealift Command Headquarters to CJTF-HOA, Djibouti, for Contingency Contracting
LTJG **Stefan Seaman**, from DCMA West Milwaukee to DCMA ME Udari, Kuwait, for Contingency Contracting
Rich Selby, from Naval Facilities Engineering Command to PMO Contract Support Office Baghdad

LCDR **Walter Smith**, from Naval Station Pearl Harbor to CJTF – HOA Djibouti, Inspector General
LT **Chanet Nachon Stewart**, from Office of Special Projects to MNF-I Commanders Emergency Response Program (CERP) Contingency Contracting
LT **Saleem Tafish**, from Defense Region Middle East to U.S. Central Command, Bahrain, Arabic Linguist
Buster Tate, from ASN (Manpower & Reserve Affairs) to PMO Small Business Development, Baghdad
CAPT **Patrick Tilson** from Naval Surface Warfare Center, Port Hueneme to CPA, Baghdad, for Contingency Contracting
LTJG **Richard Thomas**, from Commander Navy Region Northeast to Baghdad, Logistics Program Manager

LCDR **Joshua Tucker**, from NAVAIR to CPA Baghdad, Logistics Support
LT **Douglas Turner**, from ASD Norfolk to Bahrain, LRC Watch Officer
CDR **Gary Ulrich**, Personnel Support Detachment, Naval Support Activity Memphis to Baghdad, Ordering Officer
LCDR **Robert Williams**, Naval Operational Logistics Support Officer-Ammo to MNF-I Baghdad, Resource Management Officer
LT **Matthew Williams**, from USS *Dwight D. Eisenhower* (CVN 69) to JTF GTMO, Logistics Officer
LT **James Wong**, from DDC to DCST Kuwait
Jerry Zammer from NAVSUP to CPA.

If we have missed someone, please let us know. Contact the *Newsletter* Editor at linda.j.hall@navy.mil. ↴

Mobile Bay Sailors Get a New Taste of Navy Chow

By Journalist 2nd Class Lisa Wassilieff, USN
Public Affairs Center San Diego

The Ticonderoga-class guided-missile cruiser USS *Mobile Bay* (CG 53) has become the first Pacific Fleet ship to install updated and modern meal preparation equipment, use precooked meals and develop an Advanced Food Service System (AFSS) concept. The crew celebrated with an opening ceremony Feb. 24.

AFSS is the latest multifunctional food preparation system to be used in a Navy shipboard galley. The system involves the removal of all the deep-fat fryers and the use of combination ovens, skittles, induction plates, and blast chillers.

The combination oven can cook different foods simultaneously without the flavors intertwining. It also cooks food in half the time of a regular oven. With its unique ability to inject steam, its functions range from cooking with the capability of two high-pressure steamers to baking with dry heat and steam.

Another part of the AFSS is the skittle, a versatile piece of equipment that can perform many functions, to include acting as a high-pressure steamer. Then, with the closing of a lid and turning of a cap, it can grill.

A third piece of *Mobile Bay's* new

galley includes an induction plate, which is a method for cooking soups and sauces. It has a specialized burner that responds to the magnetism of pots and pans being cooked on it. With the induction plate there is no open flame, and nothing gets heated but the food inside the plate.

The final element of the cruiser's AFSS is a blast chiller, which is used when the precooked meals are being brought aboard the ship. It quickly brings the temperature of the food down, so it can be stored in the refrigerator before it is used.

Along with the advanced and more modern equipment, healthier, precooked meals will be incorporated on the menu. These meals, along the lines of Army and Marine Corps Meals, Ready-To-Eat



Celebrating the grand reopening of USS Mobile Bay Mobster Cafe galley with a cake cutting are, from left, LTJG Melissa Richardson, Food Service Officer; CAPT Neal Kusumoto, Commanding Officer; LCDR Trent Kalp, Supply Officer; CS3 Derrick Pless; and Capt Mark Heinrich, Naval Surface Force, U.S. Pacific Fleet, Force Supply Officer.

Galley Time Management

(Continued)

meal was grilled steak, mashed potatoes w/ gravy, and corn and was also very popular. The UGR items have been so popular that *Bataan* has integrated them into their regular menu. In addition to tasting good, the UGRs required about 30 percent fewer man-hours to prepare than traditional meals from scratch.

The second experiment came to fruition when CWO2 Winn asked the CDR John P. Polowczyk, the Supply Officer, if he could try a new schedule that his Leading CSs, CSCS Marshall W. Adkins and CSC Mary B. Davis developed. This schedule, which is similar to a civilian restaurant schedule, modified the existing 5 & 2 schedules by splitting the chefs into two shifts on their long workdays. Under the standard 5 & 2 schedule, *Bataan's* CSs were working over 14 hours a day on Tuesdays, Thursdays, Saturdays, and Sundays. The new schedule reduces the time in the galley over a two-week period from 98 hours to 56 hours.

Since implementing this new schedule, *Bataan's* Food Service Division has had ZERO counseling sheets or report chits written for lateness. Morale in the division is high. All divisional work for the availability period is being performed and the culinary specialists are able to spend some well-deserved time with their families, volunteering for local charities, and attending college.

Both the UGR and CS schedule initiatives have enabled *Bataan* to improve service to the crew while improving the quality of life for our culinary specialists. These experiments also validate advanced foods and reduced CS manning. UGRs in particular could have great applicability to other units. Their convenience coupled with their high quality components make good sense for Navy vessels. *Bataan* used UGRs designed for units in the field, but they could easily be modified for shipboard use by deleting unnecessary items such as paper plates, plastic utensils, etc.

According to *Bataan's* CDR Polowczyk, "I needed some type of edge to allow the food service division to paint and

preserve their spaces, attend schools, take leave, and support the crew all without decreasing the CS's quality of life while we are in the shipyard. The UGRs and the new flexible schedule allowed *Bataan* to be more efficient and effective in our use of manpower. I firmly believe the UGR product can be adapted for afloat food service applications to reduce workload while maintaining high food service standards." ↓

LCDR Kurt Wendelken holds an M.S. in information management from the Naval Postgraduate School, and a bachelor's degree in international business from Hofstra University. Previous afloat assignments include SUPPO on USS Underwood (FFG 36), Disbursing and Sales Officer, Food Service Officer and Assistant Supply Officer on USS LaSalle (AGF 3). His shore assignments include Director, International Supply Programs, F-14 Integrated Weapons System Team Fleet Liaison Officer and Executive Assistant and Aide to the Commander, Naval Inventory Control Point, Philadelphia, Pa.

Admiral Awards Supply Department

By Lieutenant Junior Grade Latham Gravatt, SC, USN, Sales Officer, USS Saipan (LHA 2)

RADM Robert E. Cowley III, Commander, Navy Exchange Service Command along with CAPT Robert L. Schwaneke, Naval Surface Forces, Atlantic Fleet, Force Supply Officer, and their staffs flew in on a MH-60 to visit the USS Saipan (LHA 2) while underway and presented the NEXCOM Ships Store Retail and Service Excellence Award to the Supply Department in recognition of their phenomenal customer service over the past year.

RADM Cowley opened up the ceremony with a story that related to the award being presented, which explained the significance of "customer service" and "attitude" and how they set elite sales operations apart from the average. It was clear that the Saipan attitude was built on teamwork between the Engineering and Supply departments. Even more remarkable was the relentless desire of the Sales and Service Division to provide unprecedented

and innovative ways to serve the crew, which led to the award and set the standard on the waterfront.

"Customer service is what this whole award is about," said Cowley. "You have to make the numbers, but in my view that just gets you in the door. It is going that extra mile on a day-to-day basis. That is customer service attitude. And, that gets you the award."

Going the extra mile is the standard set by members of Team Saipan, and in addition to the award, two major projects in customer service were recently completed. Ship's Servicemen (SH) aboard USS Saipan finished renovating the ship's laundry in early April while setting a record score of 95 percent for the Supply Management Assessment (SMA).

LTJG Bradley Brooks, Sales Officer, said the Ship's Servicemen (SH) have the challenging task of serving the crew under

arduous conditions and are critical to the morale and welfare of the crew on board. "We're in charge of all retail outlets, which include the ship's store, the vending machines, and the change machines. Also, we're in charge of the services centers, including the barber shops and the laundry facilities," he said. "The Ship Servicemen (SH's) run the show, with knowing their most important product is service," he added.

Ship's Serviceman 1st Class (SW) Warren Chambliss, the sales leading petty officer, said his job is administrative, with intrusive leadership. "I have to make sure everything in the division is getting done, make sure our operations are ready to support the crew. I make sure they have clean clothes through the laundry services, make sure there is a wide range of merchandise in the ship's store, make sure they're able to get a cold soda, water, or sports drink

Mobile Bay Chow

(Continued)

(MRE), are defined as high quality, heat-and-serve meals that include an entrée and vegetables. Culinary Specialist 1st Class Lamont G. Moore feels the new menu is not only easier to prepare, but it is full of variety, as well.

"We are no longer using our old menu. Now we have different kinds of meals from week to week. Meals like lasagna, spaghetti and meat loaf are on our menus now. They come ready-made, and we just heat and serve. The same applies to soups. Even gravy requires little effort. They come in a powder, and all we have to do is add water and stir," said Moore, 36, from East Orange, N.J., who works with the advanced system in the galley.

According to Mobile Bay's Food Service Officer, LTJG Melissa A. Richardson, the percentage of prepared foods being served is 75 percent in port, but once the ship deploys, the percentage will go down to 50 percent. Richardson also noted that improving the food would improve the overall quality of life aboard the San Diego-based ship.

"The quality of life is already changing. The crew has been responding well to these changes, and the food has been

Mobile Bay Supply celebrates the successful completion of its Supply Management Assessment in the sports tradition. Sailors dump water on division officers and chiefs after SMA results were announced. From right, are LTJG Arnel Florendo, LTJG Melissa Richardson, CSC (SW) Kelly Walker, SHC (SW) Theron Hight, and SKCS (SW) Mike Hulin.



consistently good. Even visitors who stay on the ship are impressed with the food," said Richardson, 25, from Fallon, Nev.

In addition to shortened preparation times and higher quality food, the cleanup process has also been shortened with the use of sheet and strap pans covered with a nonstick coating similar to Teflon or Silverstone that decreases food buildup during cooking. According to Culinary Specialist 3rd Class Omar J. Cranford, he has already noticed significant differences in

his daily workday.

"The food is precooked, and there is less room for error in preparing it. We also get off work earlier and have more time for training," said Cranford, 20, from Kansas City, Mo.

According to the ship's Commanding Officer, CAPT Neal J. Kusumoto, even with all the benefits involved, it all boils down to improving the crew's day-to-day life. "Our crew's morale depends on how good the food is. Bottom line, this new system is for the crew," Kusumoto said. ♪

New Food Options for Galley Patrons

By Lacy Lynn, Navy Region Hawaii Public Affairs

Patrons at Naval Station Pearl Harbor's Silver Dolphin Bistro can experience a variety of fresh menu choices courtesy of pre-prepared meals from Naval Supply Systems Command's (NAVSUP) new One Navy Standardized Nomenclature (1 NSN) Meal Program.

The three-month prototype program was implemented on Aug. 2, and is intended to increase galley efficiency by utilizing packaged and pre-prepared menu items.

The Silver Dolphin Bistro was selected by Commander, Naval Installations to be one of only a few shore galleys to participate in the pilot initiative.

Some of the new food offerings are various omelets for breakfast, and grilled Alaskan salmon, sage-grilled filet mignon, and orange rosemary pork chops for lunches and dinners.

"There are 21 different meals and Silver Dolphin Bistro will be trying all of them," said Senior Chief Culinary Specialist Abraham White, Region Assistant Food Service Officer.

However, these new menu items are not meant to completely replace meals made

from scratch.

Alternatives here at Pearl Harbor will be offerings at the speed line at Silver Dolphin Bistro, and standard meals served at the Diosdado Rome Galley.

According to a NAVSUP pamphlet, galley operations are not expected to fully switch to this food preparation method, but use it in tandem with existing food service practices "to assist in the daily operations of a general mess."

Meal kits are designed to serve 48 - 60 people, and contain fully cooked food ready for heating and serving. According to NAVSUP, benefits of the meal kit are it:

- Allows one individual the ability to serve large numbers of people with high quality, well-rounded meals.
- Saves labor, reduces preparation, and cleanup time.
- Conforms to the highest food safety guidelines.

NAVSUP's 1 NSN meal kits will also allow galley workers to order and receive packages of full meals, each including a protein, starch, vegetable, and any accompanying sauces.

"This prototype is a CNO initiative to reduce food preparation time in the galley and increase quality of life for Culinary Specialists, and has a direct impact to the Sailors we feed everyday," said CWO3 Jack B. Fernando, Region Food Service Officer.

With the prototype program in place for a little over a week, White said he would rate its success as eight out of 10 so far.

The Silver Dolphin Bistro serves approximately 650 people per day, and according to White customers have had minimal complaints.

According to White, most of the complaints are about the pre-prepared omelets for breakfast, not because of taste or quality, but mainly because patrons want to be able to choose their own ingredients as they have in the past.

Diners can provide feedback about the new program by filling out a food service suggestion form or by filling out the 1 NSN survey form at the Silver Dolphin Bistro. ↴

(Article first appeared in Hawaii Navy News)

Admiral Awards Supply Dept. (Continued)

24 hours a day," he explained.

Ship's Serviceman 1st Class (SW) Elfego Hillard said the sales figures for soda show just how important a cold, carbonated, beverage is to *Saipan* Sailors. "In the month of March, we sold 1,390 cases of soda. That's about a case and a half per crew member," he elaborated.

"We set not just a ship record, but we set a big-deck amphib record," added Ship's Serviceman 1st Class (SW) Jeremy Hanke, the sales office records keeper added. "Our score was higher than the average re-inspection score."

The merchandise provided by the Ship's Store are true morale boosters for Sailors under way, and thanks to the efforts of the Sales Division, these services are provided to 1,200 Sailors and 2,400 Marines as they prepare for deployment. But as RADM Cowley proclaimed, "It is the attitude" of the *Saipan* team that allowed them to reach

the pinnacle of all sales operations on the waterfront. ↴

LTJG Latham Gravatt's previous tours

include Assistant Logistics Support Officer for FISC Norfolk and Material Control Officer for FISC Cheatham Annex Detachment.



RADM Robert Cowley, right, congratulates CAPT Christopher Hase, Commanding Officer of the *USS Saipan*, left, during an awards ceremony on board the ship.

Sports Heroes Visit the USS Saipan (LHA 2)

By Chief Warrant Officer 2 Brian Armstrong, SC, USN
Food Service Officer, USS Saipan (LHA-2)

It is not that often that the Officer of the Deck has to grant permission to come aboard to a 400 pound football player, but when William “Refrigerator” Perry crossed the Quarterdeck of the USS Saipan (LHA 2) on June 22nd and the list of the ship shifted, you knew this day was going to be a little bit different.

As part of the Morale, Welfare, and Recreation Program known as the “Heroes to Heroes Tour” the Saipan was excited to host a visit from William “Refrigerator” Perry, Franco Harris, L.C. Greenwood, Paul Blair, Rich “Goose” Gossage, Manny Sanguillen, and Harmon Killebrew.

The crew was thrilled to have nearly two hours of autograph signing and picture taking with the sports super heroes on the mess decks. The sports greats generously dedicated their time to thank the Sailors and Marines for the ongoing efforts to defend our country. Not only did the celebrities tour the spaces and chat with the crew, but MWR also provided sports cards from their playing days that were personally autographed. The most prepared crew members stocked up with footballs, baseballs, sports cards, and posters.

In Saipan tradition, the culinary specialists provided VIP care to the guests, by providing each visitor with an incredible sample of the cuisine that the crew enjoys on a daily basis. The Refrigerator and Franco Harris sampled some of the healthy fruit options provided to the crew, healthy choices which would have likely extended their playing careers if offered decades earlier. Rich “Goose” Gossage and Harmon Killebrew were so impressed with the food quality and professionalism displayed by the culinary specialists that they filled out meal evaluation sheets, grading the service as excellent across the board.

Certainly a man like Harmon Killebrew, who crushed 573 home runs during a lengthy baseball career, knows how to take care of himself and he was in awe of the phenomenal quality of the nutritious food served on the Saipan. Both the distinguished visitors and the



NFL football great, William “Refrigerator” Perry, visits with USS Saipan culinary specialists during a “Heroes to Heroes” visit to the ship



NFL greats William “Refrigerator” Perry, Franco Harris, L.C. Greenwood, Paul Blair, Rich “Goose” Gossage, Manny Sanguillen, and Harmon Killebrew sign autographs on board USS Saipan during a visit to the ship.

Sailors will tell you that the food quality and the customer service exhibited by the CS’s are the qualities which places the Saipan’s Food Service Division in the exclusive 500 Home Run Club. ⚓

CWO2 Brian Armstrong has been the Food Service Officer on board USS Saipan since April 2004. Previous tours include USS Harry S. Truman (CVN 75), USS America (CV 66), and USS Theodore Roosevelt (CVN 71).

Navy Supply Reservists Provide Award – Winning Joint Warfighter Support

By Lieutenant Ron Flanders, USN

Fleet and Industrial Supply Center San Diego Public Affairs

For Reserve units located more than a thousand miles from the nearest saltwater, getting meaningful training with the active component can be difficult, especially when funding is scarce. For one unit located at Navy Marine Corps Reserve Center Albuquerque, N.M., the solution was simple—if you can't get to the waterfront to support Navy warfighters, you can do the next best thing ... support your Air Force brethren at the flight line.

This forward-thinking attitude had these Sailors prepared when their wartime call to service came.

Naval Reserve Fleet and Industrial Supply Center San Diego Detachment 111's mission is to provide combat capability through logistics to the ships and squadrons of the Pacific Fleet. While sending as many unit members as Individual Training and Travel (IDTT) funds would allow to the west coast for training with the gaining command, CDR John Lambert, the unit's commanding officer, wanted to get his three officers and 19 enlisted members more meaningful training in support of the war effort.

"With funding levels where they were, our options included sitting at the Reserve Center. For us, that was not an option," Lambert said. So he picked up the phone and called over to Kirtland Air Force Base to see if anyone needed any help.

The call was a welcome one for the 150th Fighter Wing, which was in the process of preparing to deploy to Iraq. "We were notified of the deployment just 52 days prior to our ship-out date," said Major Bill Shuert, the Commander of the 150th Logistics Readiness Squadron, the supply Airmen charged with getting more than 300 New Mexico Air National Guardsmen ready to join their F-16 fighter jets in Iraq. "We needed help, and these Navy Reservists gave us exactly what we needed."

The foundation for this support was laid two years ago, when NR FISC Det 111 began assisting the 150th LRS in renovating its warehouse. During their drill and flex-drill periods, the FISC Sailors helped move out the warehouse's contents, inventory them, and then move it back



Members of NR FISCSD Detachment 111 feel right at home in front of an F-16 Fighting Falcon of the 150th Fighter Wing at Kirtland Air Force Base, N.M. The Reservists were awarded with the Air Force Achievement Medal for superior supply support preparing the 150th for a deployment to Iraq.

when the warehouse was ready.

According to Gunner's Mate 2nd Class Travis Silversmith, that project came in handy when the 150th received its deployment orders. "We knew where everything was, and how to find it fast," Silversmith said. "Our unit was definitely a valued asset."

Knowledge of the inventory is critical when you're talking about sending a combat unit to a volatile place like Iraq. NR FISC Det 111 members were instrumental in the packing of more than 400 "flyaway bags," which included weapons, chemical/biological protection suits, and other desert survival gear.

"You don't want to send a guy to the desert and then have him find out he doesn't have the essentials," Lambert said.

The preparation of the bags was a major help to the 150th, which will provide close ground support to Soldiers and Marines in Iraq. "Our guys are going to be in some of the hottest areas in the whole country," Shuert said. "It is absolutely critical they get the right equipment. The bags themselves are customized, tailored to each individual. It takes a lot of time and effort to get them ready."

As a result of this critical wartime support, these 22 Naval Reserve supply specialists each earned the Air Force Achievement Medal – and the respect of their Air Force counterparts.

"It feels great," said Storekeeper 1st Class Agatha Herrera. "Most of my people are non-prior, active-duty Sailors, so for them to learn about another branch and the similarities of their supply systems was valuable. Helping them go fight was fulfilling and added to our self-worth. It sure beats class work, GMT, and lectures."

The Reservists of NR FISC Det 111 will still have their share of time at the reserve center, and will continue to travel to the cooler climes of San Diego for their annual training and IDTTs. But their relationship with the 150th will continue.

"Commander Lambert and the Naval Reserve have done an outstanding job," said Shuert. "This unit has come in, adjusted their drill schedules, and provided superior support helping us get whatever we need done with a 100 percent positive attitude. They're part of the Air Force family now." ↴

Joint Professional Military Education, Phase II: Step Two of the Joint Specialty Officer's Journey

"A few thoughts from two students of the Joint Forces Staff College (JFSC)"

By Lieutenant Commander Roy A. Drake, SC, USN

Joint Petroleum Operations and Automation Officer, Pacific Command, and

Lieutenant Commander Marco Turner, SC, USN

Replenishment Officer, Commander, Task Force 53, U.S. Naval Forces Central Command

Observations from LCDR

Roy A. Drake – The Journey Continues

At Navy Postgraduate School, supply officers have the opportunity to attend the Naval War College and complete Joint Professional Military Education I (JPME I) of the three-step process of becoming a Joint Specialty Officer (JSO). After step one is done, step two can be completed at the Joint Forces Staff College (JFSC), Joint and Combined Warfighting School. Step three requires completing a three-year tour in a joint-designated billet. Final approval authority is the Secretary of Defense.

When I arrived at the Joint Forces Staff College in Norfolk, Va., I had no idea what to expect. I arrived with little joint exposure to the Army and Air Force. I left with a better understanding of joint and multinational issues. Joint concepts learned from seminars, war planning, focus study groups, and senior officers and ambassadors' lectures were current and relevant for logisticians. Lessons learned and experiences shared with senior officers, including some combatant commanders, in recent wars and conflicts were significant parts of the curriculum. Classmates recently returned from tours in Iraq and Afghanistan shed light on the challenges faced in joint operations/logistics in the real world.

The diverse class consisted of Special Operations members – Army, Navy, Air Force, Marines, and foreign officers. My goal was to "pick their brains" about supply and logistics issues to help prepare me for my assignment at Pacific Command.

The joint education added value to my personal toolbox. As far as jointness is concerned, prior to JFSC, I had a "discombobulated" toolbox of a few scattered wrenches. After completing JPME II, I have a diversified set of craftsman tools that bring an improved capability and skill set to the warfighter to mitigate logistics challenges.

Setting and Environment

JCWS had 270 quotas available for three

classes per calendar year. Since my attendance, the college is planning to reduce the time from three months to 10 weeks and conduct classes four times per calendar year in order to accommodate the Joint Planning and Execution Community (JPEC). Over 100 different countries send representatives of their perspective armed services. Annually, about 3 percent of the attendees are Supply Corps and Naval "loggies."

The seminar setting (approximately 20 members, O-4s/O-5s) facilitated lively discussions and enhanced the overall learning process. Role-playing and preparing staff officers' briefs helped focus us on "bottom-line responses."

It became readily apparent to me that in order for students to maximize their joint and interagency knowledge, cultural norms and attitudes would have to be adjusted. What one service thinks about another plays a huge role in the receptiveness of jointness and interoperability. Topics relating to Services' Title X responsibilities, rules of engagement, net-centric warfare, war planning, transformation, embedded media, interagency, flexible deterrent options, war on terrorism, operational art, operations-other-than-war, battle space management, force protection, theater security cooperation strategies and plans, political-military issues, capabilities, and strategic level documents were discussed in depth. Sometimes concepts meant different things to different officers, based on their service viewpoint. These varying views from other services and foreign nations (e.g. Japan and Greece) in a "collaborative, non-attribution" environment contributed greatly to better understanding the joint and combined



Joint Forces Staff College, Norfolk, Va.

environment's effect on supply and logistics.

Navy Interactions

One of the highlights for many of my non-naval classmates was going on a tour aboard a Navy warship. The executive officer on board was my shipmate on a previous ship, which made it easy to set up a tour.

The class had numerous questions about naval operations and logistics. "What does the supply officer do?" It had to be the easiest question that I have ever answered. "How do you get food, gas, mail, etc.?" They were curious as to how the ship fit in the joint arena and the Expeditionary Strike Group.

Some Air Force and Army officers were not aware of how the Navy operated at the tactical or operational level. Most understood the strategic role of the Navy. The Marine officer had been on many deployments and knew the role of the amphibious ship at all levels.

The class was very appreciative and learned quite a bit on the tour. Thanks to my shipmates!

Focus Study Groups

Focus Study Groups were generally assigned based on where the participants were ordered. I was assigned the Pacific and Transportation groups. The Pacific group was focused on countries in the

Chefs adopt HST

By Journalist First Class (SW) Athena Blain, USN

USS Harry S. Truman Public Affairs

Continuing education is becoming increasingly more important in the professional world to advance in your chosen career field. It's no different in the Navy. By offering on-the-job training and college credit programs, the Navy is helping its Sailors compete in the job market with civilian counterparts, whether they get out in four years or retire in 20.

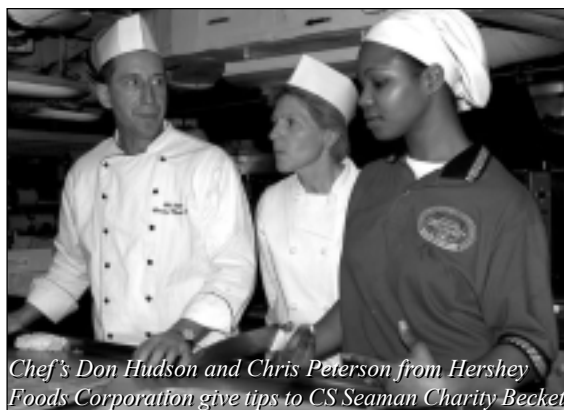
Navy Supply Command (NAVSUP) offers yet another training alternative for Culinary Specialists: the Adopt-a-Ship program. With the cooperation of the American Culinary Federation (ACF), NAVSUP brings the learning onboard ships.

The Adopt-a-Ship program helps maintain the ship's culinary specialists' training and education, so they can feed a large crew tasty food safely, said Arts Institute of Pittsburgh chef Odette Smith-Ransome.

"The whole point [of the training] is to

get industry professionals onboard to work with the culinary specialists, and to give them an experience that they may not get right away in the industry," said Michael Harrants, Corporate Chef of the Navy. "Good solid fundamentals are the key to success in the culinary industry," he said.

USS Harry S. Truman (CVN 75) invited chefs to visit and instruct its culinary specialists in the art of food presentation, preparing nutritional meals and ways to spice up cuisine. Smith-Ransome, a culinary instructor at the Arts Institute of Pittsburgh, Don Hudson, Executive Chocolate Certified Chef at Hershey's Welcome Center, and Chris Peterson,



Chef's Don Hudson and Chris Peterson from Hershey Foods Corporation give tips to CS Seaman Charity Beckett on a dessert she prepared. U.S. Navy photo by Photographer's Mate Airman Kathaleen A. Knowles.

Production Manager of Hershey's Chocolate World, came aboard Truman while the ship conducted weeklong carrier qualifications underway Sept. 8-16. Throughout the week, they gave lectures and hands-on training on soups, desserts, and regional American cuisine. With the training, culinary specialists

JPME II

(Continued)

Pacific Command area of responsibility and the "DIME" (Diplomatic, Information, Military, and Economic) elements of power.

The Transportation group focused on logistics issues with trips to Military Sealift Command vessels, Norfolk International Terminals, Navy Air Terminals, and related warehouses.

Radio Frequency Identification, joint total asset visibility, interoperability, force protection, restructuring, and transformation were topics of discussion that are crucial to the war fighter.

Lectures

Lessons learned briefs from retired flag/general officers added value. In the non-attribution environment, much can be learned so that past mistakes can be minimized. Some of the top flag/general officers and ambassadors provided candid briefs and faced tough questions from the joint/multinational audience. Logistics was a recurring theme, often at a mismatch with operations. Integrating logistics with warfighting is a must.


Final Thoughts from LCDR Turner

JFSC, JCWS prepared me for the cultural and military differences for each of the 10 coalition partners participating in Operation *Enduring Freedom* (OEF) naval patrols. Each of these coalition countries has different restrictions and operating procedures that make a simple evolution like refueling at sea a challenge. Certain countries will not refuel other countries and some countries will not enter the Arabian Gulf or provide fuel to those who do. All of these little nuances, coupled with several different communication suites, were discussed in labs and lessons at JFSC.

One lasting memory from JFSC was being told that I would be a representative of my country, and the service given to each of the coalition partners would reflect directly on the United States and its policies. My choice of words, verbal expressions, and attitude will be scrutinized as I prepare to transfer tons of cargo, thousands of pallets of food, or millions of gallons of fuel. Thanks JFSC for preparing me for the real world!

The instructors were professional and had the students' best interest in mind. They provided reference materials and valuable take-aways. The seminar environment was open and candid. They did a

marvelous job scheduling and balancing off-site workshops. The versatility in the schedule made the time go by fast. I highly recommend JPME II to anyone in pursuit of the JSO designation.

The views expressed by the authors do not reflect any JFSC official position or policy. The authors would like to thank Jane P. K. Hammond for assistance in writing this article. Hammond completed 20 years in the U.S. Navy and was medically retired as a commander. She was a board designated Joint Specialty Officer. Her Navy tours included duty on both joint and combined staffs. 

LCDR Roy Drake is currently assigned to U.S. Headquarters, Pacific Command. His previous shore duty stations were Naval Postgraduate School, Monterey, Calif.; Navy Component, Central Command Bahrain (TAD); and Naval Station, Roosevelt Roads, Puerto Rico. His sea tours include Materiel Officer on USS Belleau Wood (LHA-3) and Supply Officer on USS Duluth (LPD 6).

LCDR Marco Turner's shore duty stations were NPS, Monterey, and Naval Air Station Jacksonville. His sea tours include Disbursing/Sales Officer on USS Fitzgerald (DDG 62) and SUPPO on USS Cleveland (LPD 7).

Navy Reserve Supply Corps Returns to Athens for 2004 Workshop

By Commander Stephen P. Ferris, SC, USNR

Operations Officer, Navy Supply Support Battalion 1

The Navy Reserve Supply community returned to its roots in Athens, Ga., for its annual workshop June 4-5, 2004. The choice of Georgia as the site of the workshop also corresponded to the 50th anniversary of the Navy Supply Corps School's relocation to Athens.

The workshop brought over 600 Reserve and active duty Supply Corps officers and enlisted personnel, DoD civilians, and officers from the other services to the Classic Center in downtown Athens, Ga. The workshop provided a useful forum to discuss the latest developments, challenges and opportunities in naval and military logistics.

The flag sponsor for the event, RADM Tom Andrews and his cochair, CAPT Steve Ethridge and CAPT Tom Welke chose as this year's theme, "Bringing Home Change: Transformation and Relevancy for the Supply Reserve Force."

RADM Andrews intended for the workshop to focus on how the Navy Reserve supply organization will change in response to the growing integration of active duty and Reserve naval forces. Andrews noted that the increased reliance by the DoD on Reserve components forces all services to more completely integrate their active duty and Reserve capabilities. Indeed, a special effort was made to invite to the workshop a number of active duty officers who deal with Reserve personnel and issues on a continual basis.

The workshop examined military transformation from the perspective of the DoD, the armed services, especially the Navy, and the customer. This emphasis was also reflected in the spectrum of perspectives and experiences of the many speakers addressing the workshop.

The theme of logistics transformation and its impact on Supply Corps initiatives was developed in Saturday morning remarks by Tom Hall, assistant Secretary of Defense for Reserve Affairs. Other notable speakers on Saturday included Army Maj. Gen. Pair of the U.S. Transportation Command and RADM Howard "Pat" Dawson of the Defense Logistics Agency.

Navy Reserve admirals, Tom Andrews, Pat Dawson, Jim McGarrah, Ryland Percy, and Chuck Williams and RDML Bill Kowba, Commander, Fleet and Industrial Supply Centers, then held break-out sessions regarding career paths available to Supply Corps officers.

CNOCM Daniel K. Warner, Master Chief Petty Officer of the Supply Community, addressed issues in the enlisted community while the officers attended the breakout sessions of their choice.

Saturday concluded with a BBQ on Royer Square of the Navy Supply Corps School, bringing back numerous memories of BQC for the workshop attendees.

On Sunday morning, the workshop heard from RADM Justin D. McCarthy, Chief of the Supply Corps, VADM Keith

W. Lippert, Commander of the Defense Logistics Agency, and VADM John G. Cotton, Commander, Navy Reserve Force. The workshop concluded with flag presentations to the newest Reserve Supply Corps admirals: RDML Henry B. Tomlin III and RDML Sharon H. Redpath.

Workshop attendees were highly satisfied with the issues raised and the high quality of the speakers. A number of officers commented on the attractive mix of a highly informative program coupled with the nostalgia of Athens.

The 2005 workshop will be held in Salt Lake City, Utah, and is sponsored by RDML Tomlin. This was the scheduled site for the 2003 workshop which was cancelled due to the operational demands resulting from the war in Iraq. The Naval Reserve supply community looks forward to this upcoming workshop and the chance to go west. ⚓

CDR Steve Ferris' previous Reserve assignments include Commander Naval Forces Korea, Cargo Handling Battalion 13, U.S. Transportation Command, and Fleet and Industrial Supply Center Yokosuka. He is a graduate of the U.S. Naval War College and the U.S. Army Command and General Staff College. He is currently a member of the class of 2005 of the U.S. Army War College's Distant Education Program.

Chefs Adopt HST

(Continued)

will receive credit hours towards their culinary certifications.

While taking the courses doesn't guarantee a certification, it does help Culinary Specialists who are working towards a culinary degree to gain certification hours from the Art Institute of Pittsburgh or through NAVSUP. Depending on the Sailor's education level and work experience, the certifications can range from a foundation-level professional Certified Culinarian (CC) to a Certified Master Chef (CMC), who possesses the highest degree of professional

culinary knowledge and skill.

"Being a culinarian requires never-ending education," said Smith-Ransome. "You start out with a CC and continue to upgrade. Even if you decide to stay at the same level, you have to re-certify every so many years."

Culinarians also benefit greatly from the experience of experts and that is one of the best advantages of the program, said Smith-Ransome. Smith-Ransome, who was most influenced in her career by a former Navy chef, believes that there are two points of view when it comes to preparing food for a large amount of people. "You have quantity

versus quality, but you can serve quality food in quantity."

"I'm here to teach the CSs how to make the food look and taste better, so people enjoy their food" said Smith-Ransome. "It's a quality of life factor. If you can sit down and eat something that tastes good and looks good, it'll make your day better."

Harrants adds, "... It doesn't matter your environment, whether you are shipboard, on a submarine or in a commercial restaurant, the food has to look good, has to be served at the right temperature and it has to taste good. Those are the three key components to a successful culinarian."

Military Sealift Command Takes Step In Transformation

By Commander James Andreano, SC, USN

Director, Naval Fleet Auxiliary Force-East Logistics, Military Sealift Command

Charles Cyrus, Fleet Logistics Liaison Manager, Sealift Logistics Command, Atlantic

Military Sealift Command (MSC), within the Atlantic area of responsibility, took a major step in Transformation on July 14, when CAPT Robert Jackson, USN, prospective Commander Sealift Logistics Command, Atlantic, and CAPT Timothy Ross USN, Commander Fleet Industrial Supply Center (FISC) Norfolk signed an Intra-Service Support Agreement (ISSA). This agreement allows FISC to provide all waterfront logistics services, via FISC's Logistic Support Center, to MSC while reducing costs.

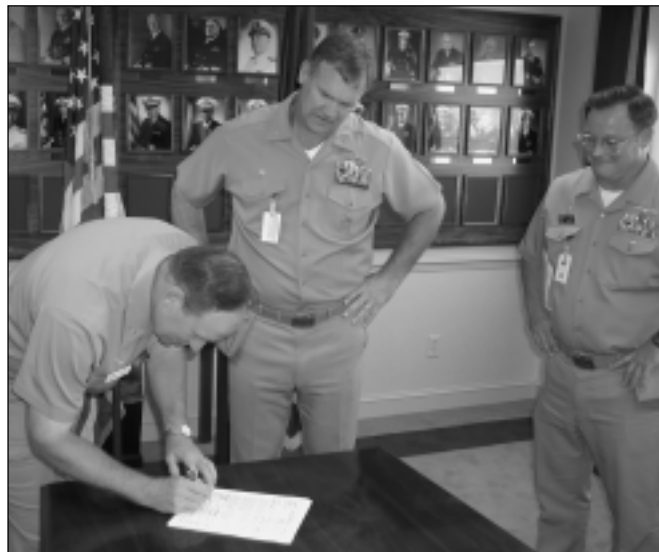
The signing of this agreement marked a major step toward realizing several of VADM David L. Brewer III, USN, Commander Military Sealift Command's Transformation objectives. This partnership's objectives include: eliminating/transforming functions that are redundant or unnecessarily compete for resources; creating strategic partnerships and divesting non-core functions wherever practical; improving business processes; creating more efficiency and/or synergy and reducing or offsetting some MSC costs; and sustaining the ability to accomplish the mission with acceptable risk.

How did MSC accomplish this? The success was a team effort. The team consisted primarily of members of MSC's Naval Fleet Auxiliary Force-East organization. Headed by CDR James Andreano, SC, USN, the team was comprised of Program Analyst Teddie Thorogood (who coordinated a myriad of human resource issues) and Fleet Logistics Liaison Manager Charles Cyrus (who was engaged daily in resolving processes and cost issues). The signing on July 14 would not have occurred if not for Charles Cyrus. Cyrus' engagement with his counterparts at FISC (LCDR Paul Armstrong, SC, USN; LT Timothy Lott, SC, USN; and Kay Hood) was instrumental in bringing the ISSA to fruition. Jim George, of MSC headquarters in Washington, D.C., was instrumental in validating and documenting cost savings required to arrive at

this win-win initiative for both MSC and FISC organizations.

Over the past eight months numerous meetings were held at various levels throughout both the MSC and FISC organizations to accomplish this significant step toward Transformation. MSC utilized a number of personnel policies to ensure the outstanding employees, who have supported MSC East Coast ships so extraordinarily well over the last several decades, were able to take advantage of several different options ranging from retirement with an incentive (SIP/VERA) to relocation to the FISC organization. At the end of the day, FISC gained four highly skilled MSC employees thereby insuring uninterrupted support to our ships and federal civilian mariners.

Another piece to this success story was, through Cyrus' coordinated efforts with FISC, the deployment of the Logistics Customer Asset Visibility (LCAV) system within the waterfront material consolidation operation supporting MSC ships that deploy from Norfolk. This system provides afloat federal civilian mariner supply officers and ashore logistics personnel visibility of all MSC material received, on hand and transshipped from the FISC warehouse in Norfolk. Overall this initiative results in an annual savings of \$115,000 to Sealift Logistics Command, Atlantic, and with the deployment of LCAV actually



CAPT Timothy Ross, Commander Fleet Industrial Supply Center (FISC) Norfolk, CAPT Robert Jackson, prospective Commander Sealift Logistics Command Atlantic, and CAPT Stephen Curtis, Commander Military Sealift Command Atlantic, sign the ISSA that allows the FISC to provide all waterfront logistics services, via FISC's Logistic Support Center, to Military Sealift Command ships.

increasing the level of logistics support to MSC Ships. A true win-win not only for the Military Sealift Command and FISC Norfolk but the United States taxpayer as well. ⚓

CDR James M. Andreano, SC, USN is currently assigned to Sealift Logistics' Command, Atlantic. He holds a master's in Material Logistics Support from Naval Postgraduate School. His previous tours include Mine Warfare Command, Military Traffic Management Command, USS Enterprise (CVN 65), ASO, FF 1067, VF 101, and Naval Support Facility, Diego Garcia.

Charles Cyrus is a retired Supply Corps officer who holds master's degrees in national security and strategic studies from the Naval War College and acquisition and contract management from the NPS.

2004 API Awards for Excellence in Fuels Management

By Joan Paquin,

Program Analyst, Naval Operational Logistics Support Center

RADM Justin D. McCarthy, SC, USN, then Commander, Naval Supply Systems Command (NAVSUP), announced the 2004 Navy and Marine Corps winners and runners-up for the American Petroleum Institute Awards for Excellence in Fuels Management.

The awards are presented annually under the sponsorship of the American Petroleum Institute, an internationally recognized petroleum trade organization. The awards recognize activities and personnel that made the most significant contributions to the Department of the Navy fuel operations, petroleum supply chain management and fleet fuel support. There are five award categories: Navy Bulk Fuel Terminals, Navy Retail Fuel Activities, Marine Corps Non-Tactical Activities, Marine Corps Tactical Units, and individual awards.

The following activities and personnel are recognized for their accomplishments and contributions:

Category I – Navy Bulk Fuel Terminals Winner – Naval Support Facility, Diego Garcia

NAVSUPFAC Diego Garcia Played a key role as the primary Navy bulk fuel terminal providing outstanding fuel supply support to U.S. and coalition forces during Operation *Enduring Freedom* (OEF) and Operation *Iraqi Freedom* (OIF), while operating in an isolated environment. They demonstrated superior management and leadership ability by safely transferring 243 million gallons of fuel to U.S. Air Force and Military Sealift Command forces. This volume represents a 2:1 distribution to storage turnover ratio on the depot's storage capacity.

Activity personnel issued 88.8 million gallons of JP-5, a 420 percent increase over "pre 9/11" issue rates and provided superior allied fuel logistics to support cargo aircraft from eight foreign countries.

Category II – Navy Retail Fuel Activities Winner – Naval Base Ventura County, Calif.

NBVC transformed an aging 1950s era fuel facility into a world-class complex at relatively little cost to the taxpayers. Personnel pursued modernization improve-



Naval Support Facility Diego Garcia, British Indian Ocean Territory, won the Category I - Navy Bulk Fuel Terminals category of the API awards.

ments, environmental enhancements and engineering concepts, including completion of a new seismic shutdown system at Point Mugu; full rehabilitation of the CBC Port Hueneme government gas station; and completion of two new JP-5 issue stands with energy efficient motors/pumps, electronic safety systems, and overfill protection. Over 80 percent of the materials used were assets reclaimed from the Marine Corps Air Station El Toro closure. They contributed to the Navy and Marine Corps mission in 2003, supporting preparations of

four battle groups deploying to Iraq.

Category III – Marine Corps Fuel Activities Winner – Marine Corps Air Station Futenma, Japan

MCAS Futenma is operated solely by Marines and Sailors. The Fuels Division distinguished itself by conducting over 10,000 fueling operations and handling over seven million gallons of JP-5 without incident, fuel spill, or failed mission. The defueling operations recovered over 248,000 gallons of JP-5, which was credited back to



Naval Base Ventura County (NBVC), Calif., receives the Category II - Navy Retail Fuel Activities award. Pictured from the left are Tim Taylor (DOSS Aviation), Ray Lapierre (DOSS Aviation), Dave Mongold (DOSS Aviation), LCDR Bill Boggs (Air Operations Officer - NBVC), Lloyd Tribbitt (Fuels Division QAS), Bob Harper (DOSS Aviation), CAPT Paul Grossgold (NBVC Commanding Officer), Don Stits (Fuel Division Manager), Charles Howard (DOSS Aviation), CAPT Harry Robinson (Commander, Airborne Early Warning Wing U.S. Pacific Fleet), Command Master Chief Ronald Vandyck (NBVC CMC), Jeff Trickey (DOSS Aviation – Site Manager), CDR Clifford Scott (NBVC Supply Officer), Arnie Briones (Fuels FAS DBA), Galen Marks (Naval Facilities Engineering Service C), and Dave Majcherek (NFESC).



First Bulk Fuel Company 7th Engineering Support Battalion Camp Pendleton, Calif., receives the Category IV – Marine Corps Tactical Fuel Activities award. Pictured from the left are Commanding Officer CWO2 James M. Seippel and Company 1stSgt Paron A. Lewis. At the time the photo was taken, most of 1st BFC was deployed in Iraq or Twentynine Palms, Calif.

the squadrons, saving the Marine Corps over \$230,000 in 2003.

The Station Fuels HAZMAT site, considered the most complete site in the area, has been regularly toured and is used as an outstanding example by local HAZMAT inspectors when conducting classes. This group also excelled at providing fuel support to station, tenant and transient aircraft, and Marine Air Group-36 Test Cell and Ground Support Equipment 24 hours a day, seven days a week.

Category IV – Marine Corps Tactical Units Winner – 1st Bulk Fuel Company, 7th Engineer Support Battalion, Camp Pendleton, Calif.

The Marines of 1st BFC, 7th ESB ensured continuous fuel support during Operation *Iraqi Freedom* which allowed the Marine Expeditionary Force (MEF) to push inland over 600 miles. Their innovative thinking resulted in fielding new concepts, like the employment of an inland distribution system developed from organic equipment to provide fuel support during OIF. They installed a 58-mile system during the worst sand storm in 20 years, and provided timely fuel delivery to units engaged in the Battle for An Nasiriyah. Detachments were sent to Baghdad and Ad

Diwaniyah to establish a 300,000-gallon fuel farm and six fuel sites for ongoing sustainment missions in support of the MEF and assisted in reconstruction efforts by offloading over 2 million gallons of diesel fuel from Iraqi railroad fuel tankers in Ad Diwaniyah.

Category V – Fuels Personnel Navy Fuels Officer of the Year LCDR Edwin F.

Bogdanowicz, SC, USN, assigned to Fleet and Industrial Supply Center Yokosuka, Japan, led the largest Fuel Department within the Department of Defense with outstanding success, resulting in the accomplishment of many initiatives and improvements throughout the seven FISC Fuel Terminals. Under his leadership, FISC Yokosuka played a vital role in the

logistics support for Operations *Enduring Freedom* and *Iraqi Freedom*, meeting all commitments consisting of 91 operations, with 338 million gallons of fuel transferred on time and on spec. His three-pronged safety vision of training, ORM principles, and facilities, was the key to a record setting program of only one minor lost time injury, despite the fact that the fuel department had the busiest year on record.

Navy Fuels Chief Petty Officer of the Year Chief Aviation Boatswain's Mate – Fuel (AW) James L. Miner, Naval Support Facility, Diego Garcia, provided outstanding leadership, management and support to U.S. and coalition forces during Operations *Iraqi Freedom* and *Enduring Freedom*. His contributions to the U.S. military

while operating in an isolated environment exceeded expectations. He ensured the safe and efficient transfer of 160 million gallons of fuel that included servicing 7,300 aircraft, 204 ship refuelings, 14 tanker offloads, and 42,200 vehicle refuelings to Navy, Air Force, and coalition forces in support of OEF and OIF. He led the Fuels Division in earning an unprecedented score of outstanding on the 2003 Supply Management Inspection, and monitored the completion of over \$3.1 million in Defense Energy Support Center-sponsored fuel projects.

Navy Fuels Petty Officer of the Year Aviation Boatswain's Mate-Fuel 1st Class (AW) Hakan Cayci, NSA Souda Bay, Greece, streamlined fueling procedures which enabled NSA Souda Bay to flawlessly handle a major surge in fueling operations during Operations *Iraqi Freedom* and *Enduring Freedom*. His technical expertise in aviation fuels operations proved invaluable to mission accomplishment at the highest operational tempo in NSA Souda Bay's history. He coordinated the establishment of a 100,000 JP-8 bladder system to support deployed U.S. Air Force personnel and USAF tanker aircraft. Additionally, he supervised and directed three military, one local national, and 16 contract personnel in the safe and efficient performance of their daily duties, and personally developed and managed the division's training program.



Category III – Marine Corps Fuel Activities API award went to Marine Corps Air Station Futenma, Japan Standing. Pictured with their award are, standing from left, SSgt. Dawn Gundy, LCpl. Donald Landgraf, LCpl. Joseph Freeman, PFC. Jeffrey Altman, PFC. Andrew Reardon, Sgt. Demetrius Cullors, ABF2 Joseph Smith, LCpl. Jason Flannigan. Kneeling are, from left, Cpl. Sue Dent, LCpl. Amin Wilson, Col. Richard Lueking, and Sgt. Steve Bitwa.

FISC San Diego and Southwest Region Maintenance Center Sign MOU

By Fleet and Industrial Supply Center San Diego Public Affairs

RDML William Kowba, Commander, Fleet and Industrial Supply Centers, seated, signed a Memorandum of Understanding Aug. 18, with CDR Arno Sist, Contracting Officer for Southwest Region Maintenance Center (SWRMC), left, and CAPT Joseph Corsi, SWRMC Commanding Officer.

The agreement places greater responsibility for ship, boat and service vessel contracts on individual local offices and was signed in partnership with Commander, U.S. Fleet Forces Command; Commander, U.S. Pacific Fleet; Naval Sea Systems Command; Naval Supply Systems Command; and COMFISCS. The signing guarantees management of all ships and vessels under NAVSEA and affiliated offices. By maintaining control of local ships, individual offices can maintain their assets in the most cost-productive way, solve contract problems at the regional level, and make use of their own employees' skill sets.

The MOU was established to strengthen cooperation among activities, reduce overlap of responsibilities and achieve the greatest efficiency possible. Photo by Kim Longstaff



API Awards

(Continued)

Navy Fuels Civilian of the Year

As Deputy Incident Commander, and working with a team of 205 responders from throughout the Navy region, state of Washington, U.S. Coast Guard and Kitsap County, **Robert V. Cairns, FISC Puget Sound, Wash.**, successfully executed a triennial "worst-case" oil spill drill, negotiating and resolving issues between the parties, the Suquamish Tribe and the support contractors to ensure the Navy remained in compliance with regulations and would continue to provide critical fuel service to Pacific Northwest joint forces. He aggressively pursued funding sources for facility projects and sought out alternatives to contract maintenance, such as employing the North Dakota Air National Guard to conduct tank cleanings thus saving the Navy \$250,000.

Marine Corps Fuels Officer of the Year

CWO3 Michael D. Neill, 1st Bulk Fuel Co, 7th Engineer Support Battalion Camp Pendleton, Calif., worked at both operational and tactical levels. He ensured the successful employment of hose reel, helping to assemble a fuel line that was the cornerstone of combat service support for the Force Service Support Group during Operation *Iraqi Freedom*. Despite a difficult breach lane and logistical restraints, he accomplished the deployment of 30 miles

of hose reel in record time. Neill personally oversaw the retrofit of Maritime Preposition Squadrons following retrograde and reconstitution of deployed units and performed duties superbly while forward deployed in support of OIF. His depth of knowledge of tactical bulk fuel equipment yielded great dividends for the Marine Corps and the bulk fuel community.

Marine Corps Fuels Staff NCO of the Year Gunnery Sergeant Daniel H.

Devries, 1st Bulk Fuel Co, 7th Engineer Support Battalion, Camp Pendleton, Calif., reconfigured three Amphibious Assault Fuel Systems (AAFS) and 20 booster stations into an inland distribution system during Operation *Iraqi Freedom*. Under his leadership, 1st BFC employed the hose reel system, in conjunction with the reconfigured amphibious assault fuel system (AAFS) and laid over 58 miles of hose from Breach Point West at the Kuwait-Iraq border to Logistics Support Area Viper located in southeastern Iraq. The unconventional employment of the equipment in this capacity ensured the MEF with sustained fuel support. In addition, he was instrumental in revamping the bulk fuel personnel structure and embark process with a new table of organization for the employment of upgraded AAFS.

Marine Corps Fuels NCO of the Year Sergeant Kevin T. Hill, Marine Wing Support Squadron 371, MCAS Yuma, Ariz., made several significant and long lasting

contributions to 3rd Marine Aircraft Wing and the Marine Corps. He supervised and refueled 624 aircraft with over 114,400 gallons of aviation fuel, and provided 1,975 gallons of ground fuel in support of forward arming refueling points at Ar Rumayla, Camden Yards, Samara, and Tikrit, Iraq during Operation *Iraqi Freedom*. Additionally, he was responsible for the embarkation and retrograde of over 3,000 tons of Tactical Fuels System equipment during OIF. He flawlessly supervised the inventory and loading of eight TAFDS, seven HERS of MPF Tactical Fuels System into ISO containers for retrograde to the Special Purpose MAGTF.

Marine Corps Civilian of the Year

Despite numerous obstacles resulting from the ongoing repair and upgrade of the facility, including the loss of 230,000 gallons of storage capacity, **Kevin D. Bickle** of MCAS Beaufort, N.C., developed a method that allowed his crew to cut the barge and truck offloading times in half, thereby saving his crew man-hours, allowing the trucking company to save man-hours, and allowing the operators to return to their destinations well ahead of schedule. Additionally, he maintained support to the tenant units and still allowed the contractor to meet their requirements while scheduling barge deliveries to ensure adequate stock. He was able to keep the flight line fuel pits open for hot refueling, load racks operational for trucks, and still allow for multiple construction projects to take place. ⚡

NAVRES AIRPAC Supply 0294 and 0189 Attend Logistics Exchange Training to Improve Mission Support to Active Component Forces

By Ensign Chris Bushhorn, SC, USNR

Public Affairs Officer, Reserve Naval Air Forces Pacific AIRPAC Supply 0294

Naval Reserve Naval Air Forces Pacific Supply 0294 and 0189 personnel joined forces in the continued pursuit of logistics knowledge at Naval Air Station, North Island. Personnel from these units received two days of cutting-edge Logistics Exchange/Logistics Toolbox (LogEX/LOGTOOL) training, a specialized curriculum provided by Defense Logistics Information Services (DLIS).

The training, led by Greg Holin, Vice President, Atlantic-Pacific Group, LLC, provided the students with a comprehensive understanding of the multitude of logistics information and supply chain management systems used by many Defense Logistics Agency (DLA) activities.

LT Robert DuCote of AIRPAC Supply 0294, who's department hosted this training event, notes, "The overall goal is to optimize the working knowledge of our Reserve component Sailors and officers who are responsible for providing logistics support to the active component." LT DuCote further noted, "With this improved working knowledge and access to the latest web-enabled logistics tools, the better mission support we can provide our colleagues on active duty."

The LOGTOOL program was originally created by retired Supply Corps CDR Craig Pulver in 1996, at the height of Bosnian conflict after logisticians realized there was a huge deficit in the critical information the armed services required to make optimal logistics decisions. As Holin notes, "We wanted to shift the dynamics of expending time and energy on tracking and solving back orders, to preventing them altogether."



Logistics Exchange/Logistics Toolbox training, a specialized curriculum provided by Defense Logistics Information Services, is a hands-on course providing students with a comprehensive understanding of the multitude of logistics information and supply chain management systems used by many Defense Logistics Agency.

Since LOGTOOL's inception in 1996, Holin and Pulver have developed a formalized training program and standardized all documentation into user's guides and presentations. Specific skills learned in the training program include asset identification and location, requisition ordering, and tracking of assets from multiple logistics points. Further, the training provided addresses logistics for all services, including the Coast Guard, and Foreign Military Sales (FMS). The end goal is to provide training which will assist the end user with improved asset visibility, potentially generating significant cost savings and improved logistics response time. This translates to increasing support to fleet readiness.

The experience gained on this program will allow the sailors of RES AIRPAC

Supply 0294 and 0189 to step in and seamlessly augment the active duty personnel (ashore and afloat) in the task of inventory management and expediting. LT Denise McDonald of AIRPAC Supply 0189 has been to LOGTOOL training but thought a refresher in the program would help keep her logistics training current. "Not only was it a good review, but it also provided me with additional information on the various new LOGTOOL programs."

LT Anthony Tran of RES AIRPAC Supply 0294 also found the course to be extremely helpful. "This type of training is necessary for anyone working in the area of logistics and inventory management. Being able to know where critical items are located, how to access and track them is vital to supporting overall aviation readiness goals."



**Check out the
Navy Supply Corps Newsletter**

**on the Web at www.navsup.navy.mil ...
select "Supply Corps, Enlisted, Reserve, & Retirees items of interest"**

USNS *Concord* Sets Pace For ESWS

By Electronics Technician (SW/AW) John M. Juras II, USN

USNS *Concord* Public Affairs

The desire for all eligible Sailors on board USNS *Concord* (T-AFS 5) to be qualified as Enlisted Surface Warfare Specialists (ESWS) has earned Team *Concord* the authorization to fly the ESWS and Surface Warfare Officer pennants.

Concord enlisted personnel are assigned twelve-month tours and officers are assigned eighteen-month tours. The military compliment on board consists of twenty-two enlisted and four officers.

Although personnel turn over very quickly when assigned to 12 or 18 month tours, since October 2003, twenty-four *Concord* personnel have qualified to wear their ESWS pin. "This is a tremendous milestone in the careers of all of our Sailors. We maintain an aggressive posture for both our ESWS as well as our Surface Warfare Supply Corps Officer (SWSCO)," said CAPT (Sel) Patrick McCabe, Officer in Charge. He added, "Since my arrival in October 2003 no one has transferred from this ship without earning their warfare designation. It helps tremendously with the negotiating process with their next assignment. Many times Sailors can be ineligible for certain types of duty without having earned their warfare pin."

The ESWS training program, spearheaded by Senior Chief Storekeeper (SW/AW) Anthony Clemons and Chief Operations Specialist (SW) Stephen Kimball, requires *Concord* officers and Sailors to obtain their warfare designation four months after reporting aboard. A rigorous daily ESWS/SWSCO training schedule has been implemented and all non-qualified personnel are required to attend.

"I think that receiving your ESWS pin in less than six months means that your command is highly dedicated to supporting warfare training and qualification. We have a program where ESWS candidates receive their pin in



IT3 (SW) Paul Beadle receives ESWS certificate from CAPT (Sel) Patrick O. McCabe, Officer in Charge, USNS *Concord* (T-AFS 5). Behind McCabe and Beadle are, from left, SK2 (SW) Mellissa Thomas and IT2 (SW) Hector Estrada.

four months," said Information Systems Technician 3rd Class (SW) John Bayler.

A classroom environment is set up to instruct all areas of the program, including Combat Systems, Deck, Supply, and Engineering fundamentals as well as all ship-specific topics. The *Concord* civilian mariners (CIVMARS) on board have been invaluable in the training process. "Their expertise in the ship's systems has definitely helped me in understanding the many different facets about the operation of the ship," said Information Systems Technician 1st Class (SW) Jack Simpson, one of the latest Sailors to earn the ESWS designation.

"The Navy goal is for all E5 and above to complete the ESWS qualification within eighteen months of being on board. On *Concord* our goal is to qualify all personnel, regardless of rank,

within four months after arrival. We track their progress closely every step of the way," said Assistant Officer in Charge, LT Carolyn Woods.

The first assignment each *Concord* Sailor is given after receiving their ESWS qualification is to become a *Concord* ESWS facilitator and help unqualified shipmates achieve their ESWS qualification.

Achieving their ESWS pin also helps E4 and below Sailors to qualify for the 7th Fleet Exceptional Sailor Program, which allows greater liberty privileges. "It's definitely a benefit for receiving your pin. It isn't the sole reason I want to get qualified but it sure is a nice benefit" said IT3 (SW) Paul Beadle, one of the latest *Concord* Sailors to complete his written exam and oral board to qualify as an Enlisted Surface Warrior.



NAVSUP Splashes New Gray Hull – the YON-321 Class Fuel Barge

*By Barry Banks, Engineer, Manchester Fuel Department and
Bob Cairns, Deputy Director Manchester Fuel Department*

Fleet and Industrial Supply Center (FISC), Puget Sound is scheduled to receive the first-in-class of the next generation of double-hulled Yard Oiler Navy (YON) fuel barges in October 2004. Christened and launched on July 31, 2004, at Sundial Marine in Troutdale, Oregon, YON 321 will be the first of eight barges constructed under a contract awarded to Sundial Marine by the Naval Sea Systems Command.

An invaluable asset, barges operated by FISC Puget Sound support naval activities throughout the Pacific Northwest. The YON 321, capable of holding up to 588,000 gallons, will deliver jet fuel #5 to two Nimitz class carriers, jet fuel #8 to Naval Air Station Whidbey Island aircraft, and diesel fuel marine to Navy and U.S. Coast Guard vessels in the Puget Sound region.

Most existing YON barges in service around the world date from the World War II and Korean War eras, long before there were proactive concerns for the environment. These single-hulled barges played a pivotal role in fuel delivery operations for many years. But the 1989 Exxon Valdez oil spill, in Alaska's Prince William Sound, prompted significant changes in environmental laws concerning petroleum product handling and delivery within the United States. The Oil Pollution Act of 1990 (OPA 90) requires all oil carrying vessels to be of a double-hulled design by the year 2015.

Naval Supply Systems Command is responsible for operating fuel barges at FISC Puget Sound, FISC Norfolk, and FISC Yokosuka.

Navy owned and operated barges represent a significant cost savings over the commercial barges while simultaneously providing greater flexibility to satisfy emergent fleet requirements.



The first of the next generation of double-hulled Yard Oiler Navy (YON) fuel barges was christened and launched on July 31, 2004, and will be operated by FISC Puget Sound to support naval activities throughout the Pacific Northwest.

Transportation cost savings for JP-8 for fiscal years '02 and '03 were \$524,290 and \$580,970 respectively. The ability to deliver products directly to the customer allows the customer to continue normal operations with minimal crew impact and reduces disruptions to other operational commitments.

Over the next three years the OPA 90 compliant YON-321 class will enter into service at several of the Navy's deep-water fuel terminals including FISC Puget Sound, FISC Norfolk, FISC Yokosuka and Defense Fuel Support Point (DFSP), Guam. The second barge in the class will be delivered to the FISC Puget Sound Fuel Department in January of 2005.

Future deliveries include two barges for FISC Norfolk with the remaining four barges assigned to FISC Yokosuka and DFSP Guam. ⚓

Bob Cairns has 36 years of federal service including active and reserve service with the U.S. Air Force. He

graduated from the University of Wisconsin with a bachelor's degree in geology and earned a master's degree in public administration from the University of Oklahoma. When he left active duty in 1975, he became the civilian Fuels Management Officer at Eglin AFB, Fla., and entered the Air Forces Reserves serving until 1989. As a Reservist, Cairns was able to perform duty at many Defense Fuel Support Points, at commercial refineries, and with the Joint Petroleum Office for United States European Command.

Barry Banks spent 17 years at Puget Sound Naval Shipyard as a Nuclear Facilities Engineer. He transferred to Manchester Fuel Depot in June 2002. Facility Engineer is responsible for construction, complex maintenance and all aspects of civil, mechanical and electrical engineering issues at the base. Additional duties are Weight Handling Equipment Manager and NAVSEA Service Craft Manager, which includes the YON-321 Class Fuel Barges.

Kitty Hawk Supply Passes SMI

By Culinary Specialist 3rd Class Diana Smiley, USS Kitty Hawk Public Affairs Office

Aboard an aircraft carrier such as USS *Kitty Hawk* (CV 63), the ship's supply department is in charge of running galleys, taking care of the ship's laundry, running the ship's stores, issuing hazardous material, and many other vital services.

Every 18 months, *Kitty Hawk's* Supply Department goes through a supply management inspection (SMI), in which a team of inspectors checks to see if supply is up to standard in all of its responsibilities.

This year, supply passed SMI with flying colors. "They're as good as any carrier supply department in the fleet," said CDR Andy Mueck, lead SMI inspector. "Every supply division scored an outstanding or excellent."

The SMI team stayed on the ship from Aug. 27-30, inspecting all 13 supply divisions to make sure their food and stock materials are 100 percent accounted for, either on hand or on order. All of this has to match supply's authorized allowance quantity.

Throughout three days of inspections, Mueck and his fellow inspectors said *Kitty Hawk's* supply team was gracious and supportive.

"The professionalism of the entire department is what impressed me the most," said Mueck.

Supply's success during SMI is due to the dedication of every one of the department's 600 or so members, said CDR Leigh Ackart, *Kitty Hawk's* supply officer.

"Supply has performed superbly the past four months preparing for SMI," he said. "Now, we must keep all of our improvements in place and keep on improving on a daily basis." Ackart singled out a particular group of supply Sailors for praise.

"The junior Sailors, E-4 and below, rolled up their sleeves and got the job done," he said.

In supply's food service divisions, the dedication of the ship's culinary

specialists put them over the top, said Ackart.

"The [culinary specialists] provide only the best to the *Kitty Hawk*/Carrier Air Wing 5 team," he said.

To "ace" the inspections, all of the supply divisions raised their intensity level a few notches in the months preceding the SMI, explained Ackart.

Because of its performance in this year's SMI, each division has a goal to maintain the same level of excellence so that supply does just as well on the next SMI, said Ackart.

Passing the SMI plays a major role in achieving the ship's Battle "E" award. In addition, supply has the opportunity to earn their fifth consecutive Blue "E" award.

"At the same time, we maintain our customer service to its best," said Ackart.

Each division supplies Sailors with one or more vital service including, food, stock items, recreation, and morale.

"We provide for everybody on this ship," said Storekeeper 3rd Class John Laureda of S-1 stock control in Supply Department.

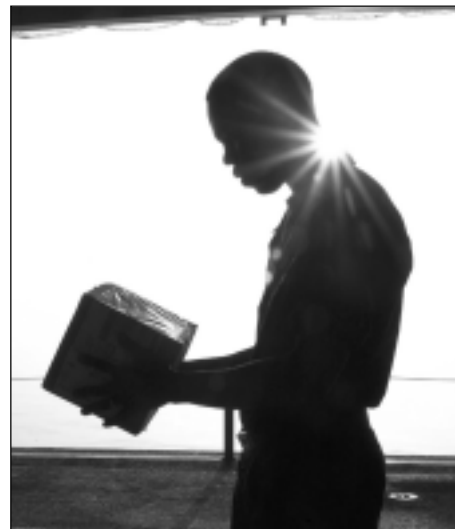
On the *Battle Cat*, Supply Department is well known for its food service division.

"24/7, supply delivers," said Master-at-Arms 1st Class Rodrigo Celones of Legal Department. "The daily customer service that supply department provides helps my day go smoother."

Though supply department personnel may not be on the bridge steering the ship, or launching planes from the flight deck, Sailors from S-1 division to S-12, provide everything from materials to meals to



Culinary Specialist Seaman Julius Elmore of Yonkers, N.Y. decorates a cake made in the "Iron Bakeshop" aboard USS *Kitty Hawk* (CV 63). U.S. Navy photo by Photographer's Mate Lamel J. Hinton



SK2 Donald Glover sorts newly arrived supplies in USS *Kitty Hawk's* (CV 63) hangar bay. U.S. Navy photo by PH3 Lamel J. Hinton

USNS *Niagara Falls* (T-AFS 3) Arabian Gulf Deployment

By Lieutenant Junior Grade Emma Mathis, SC, USN

Assistant Officer in Charge and Stock Control Officer, USNS *Niagara Falls* (T-AFS 3)

The USNS *Niagara Falls* is well known throughout the 5th and 7th Fleet for her exceptional logistic support and customer service. Therefore, it's not surprising the *Niagara Falls* was chosen to fill a one-month gap in combat logistics force supply support for the 5th Fleet area of responsibility.

The *Niagara Falls* was tasked with "fueling and feeding" the fight during July 2004. Typically, ships are given months to prepare for a deployment to the Gulf. However, on June 15 the *Niagara Falls* was informed she would be getting underway in 20 hours and in just two weeks would be in-chopping to the 5th Fleet. Hundreds of pallets had to be loaded, messages prepared, contacts established, procedures reviewed, and a myriad of other preparations made.

The crew of the *Niagara Falls* is proud of their ship and her reputation. It's the dedication and professionalism of the *Niagara Falls'* team that enabled her to perform superbly during support of Operations *Iraqi Freedom* and *Enduring Freedom*.

In a span of just three weeks, the *Niagara Falls* transferred over 1,400 pallets and 477,582 gallons of fuel during 24 in-port and underway



The Military Department of USNS *Niagara Falls* includes, standing from left, Officer in Charge CDR Dianne Archer, ENS Dylan Taylor, LTJG Emma Mathis, SK1 Jeff Ostberg, SK1 Joel Gallardo, ENS Danny Headrick, SM2 David Proctor, OS2 Cherell Wood, OSSA Ross Carl, ET1 Richard Merz, ITSN Abasi Tucker, IT2 Daniel King, IT3 Timothy Stokes, IT3 Ricardo Segarra, ITC Keith Sherman, SK2 Julio Campusano, OSC Juan Gaskins, and SKC Wilfredo Dirilo. Members of the department kneeling in front, from left, are SK1 Jaime Baguio, OSSN David Welch, IT2 Brenda Orejuela, PN1 Lena Gray, SK2 Gabriel Rosas, ET3 Thomas Bohl, and IT2 Tavaras Murray. Not available for the photo were OS3 Jayricarte Mercado and IT1 Minnie Spann.

replenishments and consoles in support of U.S. Navy and coalition ships. For her superior coordination, superb interoperability and meticulous execution during each evolution, the *Niagara Falls* received accolades from command supply officers and a Bravo Zulu from Commander Task Force 53.

According to the ship's Master Dan LaPorte, "This could not have

happened without the superb teamwork, dedication, and command pride of the Mighty Falls crew. Proving once again 'The Mighty Falls Does it All.' ♪

LTJG Emma Mathis will be transferring to the Aviation Support Division aboard Naval Air Station Sigonella, Italy, in December.

Kitty Hawk Supply Passes SMI

(Continued)

mail, proving supply department plays an important role in helping Kitty Hawk get the job done.

The Kitty Hawk Strike Group is the largest carrier strike group in the Navy and is composed of the aircraft carrier

USS *Kitty Hawk* (CV 63), Carrier Air Wing (CVW) 5, the guided-missile cruisers USS *Chancellorsville* (CG 62) and USS *Cowpens* (CG 63), and Destroyer Squadron 15.

Destroyer Squadron 15 is comprised of the guided-missile cruiser USS *Vincennes* (CG 49), guided-missile

destroyers USS *Curtis Wilbur* (DDG 54) and USS *John S. McCain* (DDG 56), the destroyer USS *Cushing* (DD 985), and the fast frigates USS *Vandegrift* (FFG 48) and USS *Gary* (FFG 51).

To find more news about USS *Kitty Hawk*, visit the ship's Navy NewsStand page at www.news.navy.mil/local/cv63. ♪

Working at the United States Embassy in Kuwait as a Lieutenant Commander in the Supply Corps

By Lieutenant Commander Mike Zerbo, SC, USN

Naval Forces Logistic Advisor to the Kuwait Navy, U.S. Embassy in Kuwait

I wake up, take a shower, put on my Desert Cammie Utility uniform, have a bite to eat, drink my coffee as I check my e-mail, and then proceed to the Ahmed Mohammed Kuwait Naval Base (KNB). I am the Naval Forces Logistics Advisor to the Kuwait Navy. I am assigned to the Office of Military Cooperation – Kuwait (OMC-K).

OMC-K is a Security Assistance Organization (SAO) comprised of U.S. officers and enlisted personnel from all branches of the U.S. armed services. “OMC-K exists to advise Kuwait’s military and enhance Kuwait’s ability to defend itself. OMC-K’s mission is to execute the United States Central Command’s strategy of defense cooperation with Kuwait. OMC-K uses the Defense Review Group as a guide to assist the Kuwait Armed Forces in the areas of doctrine, training, leader development, organizations, and materiel, so they can field and sustain a military force capable of defending Kuwait.”¹

Prior to my arrival in Kuwait, I attended the Defense International Terrorism (DIT) course and the Defense International Security Assistance Management (DISAM) course. These courses give an overview of terrorism in the Middle East and provide the “toolbox” for duties as a Foreign Military Sales (FMS) officer.

My main role is to assist the Kuwait Navy in developing, implementing, and managing logistical plans, munitions, supply programs, operations policies, and procedures. Another vital role I play is in advising and assisting the Kuwaiti leadership in formulation and execution of FMS cases for procurement of major defense systems and the associated training of their Navy personnel.



Kuwait Naval Flag Ship (KNS) Asanbouk is a 45-meter missile boat, one of two missile boats to survive the Iraqi invasion in 1990.

Due to the invasion by the Iraqi forces in 1990, much of the Kuwait Navy’s military equipment was captured and the rest was either lost or destroyed. Currently they have two missile boats, eight patrol craft, one support vessel, and 12 fast patrol interceptor boats (IB’s). The missile boats were the only two ships to survive the invasion. The other vessels were acquired after the invasion.

As one of the most strategically exposed states in the world, nothing it could have done by itself would have given Kuwait the ability to defend itself against the Iraqi invasion. Its vulnerability has been one of the central realities affecting effort to create a stable mix of deterrent and defensive capabilities in the Gulf. The invasion provided a brutal demonstration of that vulnerability.

The Kuwait Navy is now in the early stages of rebuilding its capability and force structure. Currently, they are soliciting open bids for the procurement

of two missile boats and looking to enhance their special operations capability. Due to the magnitude of these major weapon systems, the projects may be procured through either a Foreign Military Sales (FMS) case or Foreign Commercial Sale (FCS).

By using an FMS case, the contracts would be U.S. government to Kuwait government and be eligible for the total package approach (TPA), which includes the logistical, technical, training, and supply parts support of the vessels. The TPA is negotiated and contracted between the two governments.

Using an FCS, the Kuwaiti government would purchase the vessels directly from the manufacturer/builder. Although normally a less costly venture in the procurement process, FCS does not include the TPA, which in the long-term could prove to be more costly as they have no other recourse to resolve support and warranty issues other than with the builder.

New Ship's Store Ordering System Introduced Aboard USS Austin

By Charles Vaughan,

Navy Exchange Service Command Ship's Store Program

USS Austin (LPD 4), as the Navy's prototype ship for Electronic Commerce/Electronic Data Interchange (EC/EDI), processed the very first order for merchandise using this new system Aug. 5.

With this system, ordering, invoicing and receipt of merchandise will all be done electronically in the future.

As part of the Navy Exchange Service Command (NEXCOM) Ship's Store Program's reengineering effort, the EC/EDI process meets its key objectives of reducing cost and improving productivity for both the fleet and their commercial suppliers. From a fleet perspective, it increases the accuracy of the orders placed, reduces workload and replaces a manual process with automation.

In addition, by using EC/EDI, the Navy will save \$12.50 in bill paying processing costs per purchase order generated by a ship's store. Once the new capability is fully implemented throughout the fleet, this initiative will equate to more than \$500,000 in savings. For the vendors, it is equally beneficial, as it improves accuracy and reduces accounts receivables.

"This leveraging of technology is one of the best forward leaning initiatives of the Ship's Store Program in many years," said CAPT Henry Conde, NEXCOM's Deputy Commander for Military Services. "It reduces the workload of the ships, as well as improves transaction accuracy. Clearly a win-win, and is in keeping with the CNO's [Chief of Naval Operations] goals."

Over the next year, each of the suppliers supporting the Ship's Store Program will be contacted and signed up to make them an EC/EDI vendor. At the same time, Navy teams on the waterfront will be going aboard ships to install the new capability.

Back aboard Austin, having completed the first order to Webco-Hale for food and toiletry items, Ship's Serviceman 1st Class Jerry Jackson exclaimed, "Boy, that sure was easy." Echoing his comments was Sales Officer Ensign Jennifer Stephens, who expressed her pride in having Austin lead the way for the Navy.

"It is a real honor to be the prototype ship for the Navy," said Stephens. "The lessons learned here will benefit every ship's store in the fleet."

Working at Embassy in Kuwait (Continued)

The DISAM course teaches the in-depth details of the FMS process. My role as the logistics advisor is to assist them in building a logistic support structure, as well as the development of the training requirements for their logisticians.

Kuwait Naval Base has the facilities and topography, which make it a vital location in the offload and reloading of the United States's newly established Expeditionary Support Groups' (ESG). It also supports the amphibious operations for the U.S. Navy and serves as harborage for the U.S. Army landing support vessels and landing craft units, as well as providing a port for their own ships. Another one of my duties is to ensure that all of the U.S. vessels using KNB are provided operational logistic support.

Being a member of the United States Embassy in Kuwait is a unique and challenging experience. In addition to being at the "Tip of the Spear" and

involved in day-to-day and real world operations, I have had the pleasure of meeting and hosting many high ranking dignitaries to include the Secretary of State, Chief of Naval Operations, Commander U.S. Naval Forces Central Command, and Commander U.S. Central Command. The U.S. military assistance in Kuwait is noticeable and welcomed by our friends, allies, and leadership of Kuwait.

¹ Office of Military Cooperation Kuwait (OMC-K), Global Security.org, <http://globalsecurity.org/military/agency/dod/omc-k.htm>

LCDR Mike Zerbo served aboard USS Ogden (LPD 5), completed a Business Financial Manager Internship at Naval Air Systems Command and served as Supply Officer, USS Whidbey Island (LSD 41)



LCDR Mike Zerbo, right, greets Chief of Naval Operations Admiral Vern Clark during a luncheon at the US Embassy in Kuwait.

and Group Supply Officer for Naval Special Warfare Group 2 Logistics and Support Unit. He completed his M.B.A. at Navy Postgraduate School prior to reporting to Kuwait.

Paymasters Assigned to Panama Canal Construction

The Land Divided; the World United

By Rear Admiral Frank J. Allston, SC, USNR (Ret.)

Submerged in the vast amount of literature chronicling the impressive design and construction of the Panama Canal by the United States are the important roles performed by American armed forces 100 years ago. Of special interest are the contributions of the U.S. Navy Pay Corps, predecessor of the present-day Supply Corps. Assembling, transporting and supporting the enormous number of workers and the huge amount of machinery and material required for construction of the Panama Canal was an accomplishment of gargantuan proportions and one of the greatest logistics success stories in United States history.

To understand more fully and to appreciate the contributions of the early 20th century paymasters and their fellow servicemen to the project, it is important to review the background of world events and conditions in the latter half of the 19th century. At that time, major European nations were still involved in a centuries-old bitter race for world domination from both military and commercial perspectives. Military strategists, as well as commercial interests, were hampered by limiting geographic constraints and insufficient financial resources that restricted their options. Western European nations and their merchants had been searching for

alternative routes to the Far East since the Turks had taken over Constantinople in 1453 and closed well-traveled land routes for India and the Orient to “infidels.”

Rather than to continue attempts to improve its world position through further land and sea battles, France chose in 1859 to begin a 10-

year project to construct a 103-mile canal that would provide a direct water-level connection between the Mediterranean and Red seas, significantly reducing transit time between Europe and Asia. Construction of the Suez Canal through flat desert territory was directed by Vicomte Ferdinand Marie de Lesseps. He was a colorful character on the Parisian social scene, known popularly in France as *The Great Engineer*, but he had no technical background, no experience in finance, and only modest skills as an administrator.

Completion of the Suez Canal and the American transcontinental railroad, both in 1869, were widely hailed as opening a new era in world trade, but a water passage between the Atlantic and Pacific oceans still required a long and arduous voyage around South America. A narrow, mountainous strip of land connected the northern and southern continents of the Western Hemisphere. Christopher Columbus had



been told as early as 1502 of a “narrow place” leading to another sea by natives on the east coast of Central America during his fourth voyage to the “new world” in 1502. Portuguese explorer Vasco Nunez de Balboa, aware of the rumors, eventually discovered the Pacific Ocean in 1513.

Land Bridge Established

Balboa’s discovery led to opening of an overland route, called *El Camino Real* (the “King’s Highway”), a land bridge across the narrow Isthmus of Panama between the two oceans. As early as 1826, a New York City merchant, Aaron Palmer, financed a study of two possible interoceanic routes – one through Nicaragua and the other across Colombia’s Panamanian Region – but nothing came of his efforts. *El Camino Real* and a companion *Las Cruces Trail* became widely traversed during the California Gold Rush of 1849 and supplemented heavy oceanic travel around South America.

The next effort to open a faster route between the two oceans came about in 1850, when American interests undertook to supplant *El Camino Real* by constructing the Panama Railroad across the Isthmus. The rail line was completed and opened for business in 1855 with terminals at cities on both coasts. This more rapid mode of transportation stimulated significantly shorter travel across the isthmus. Shipping lines operating in both the Atlantic and the Pacific made the two railroad terminals regular ports of call.

When Great Britain gained control of



Lines of workers on payday outside the pay car at Culebra Cut, Panama. Photo courtesy of the Panama Canal Museum.

the Suez Canal through shrewd financial maneuvering in 1875, the proud French nation turned attention to the Western Hemisphere and once again enlisted de Lesseps to lead a venture to replicate his successful Suez experience. He was called upon to advance the prospect of an inter-ocean canal from a vague idea to a realistic proposal. Initially, de Lesseps concentrated on a water-level canal route through Nicaragua, but other Frenchmen favored a route across the isthmus in northern Colombia, where the land bridge had been located.

The government of Colombia granted a concession to Hungarian General Stephen Turr to construct a sea-level canal similar to Suez at an estimated cost of \$186.6 million with construction to begin not later than 1883 and to be completed within 12 years. Turr organized a provisional French company, *La Societe Internationale du Canal Interoceanique*, with the incredibly fortunate de Lesseps as president. Construction commenced in February 1881.

French Foredoomed to Failure

Excavation over the projected canal route in Panama was mostly through a rocky jungle environment, completely dissimilar to that of the largely flat, sandy route of Suez. In the process, Turr's company "fell into the hands of promoters and speculators." Close observers concluded that the grandiose scheme was "foredoomed to failure." Laboring under stinging criticism, harsh working conditions, inadequate financing, and ravaged by malaria and yellow fever, progress was agonizingly slow. By mid-1885, using small steam shovels, workers had evacuated substantially less than planned. It became obvious that original plans could not be completed on schedule.

Frustrated by disappointing progress, the company abandoned plans to build a water-level canal and took the drastic step of shifting to a new plan to build a lock-type canal. Significantly short of funds, the new effort was "apparently without hope of success," but work was continued under the new plan. Finally, on May 15, 1889, the company declared bankruptcy and suspended work. The French project had lasted more than a decade at a cost of more than 1.435 billion francs (\$287 million), about a billion francs more than the Suez had cost to complete. The effort also was extremely costly in terms of human life, with deaths unofficially estimated at 20,000 to 23,000. Even German Chancellor Otto

von Bismarck lamented that "so heavy a tragedy had overtaken so gallant a people." David McCullough, author of the bestselling book, *The Path Between the Seas*, concludes, "Nobody knew what to make of it, and as time passed, the inclination was to dismiss it as the folly of one man."

Strong American Interest in a Canal
Meanwhile, various American interests, strongly encouraged by popular New York Governor Theodore Roosevelt, (widely known as "T.R."), hero of the Spanish-American War, were voicing loud support of an American takeover from the French. The United States, however, had migrated toward support of a water-level canal across Nicaragua. President William McKinley appointed highly-respected RADM John G. Walker, USN, (Ret.) in 1897 as chairman of the Isthmian Canal Commission and tasked him to develop plans to replace French work in Panama. The commission was sent to explore the possibilities of a canal route across the Isthmus of Darien despite strong popular sentiment for the Nicaraguan route. Walker established several camps at San Blas Bay and points along the Atrato River.

Walker arranged for LCDR W. T. Wallace, Supply Officer, USS *Scorpion*, to be assigned additional duty as disbursing officer of the commission, which employed Colombian laborers in local pesos (Colombian half dollars). LCDR Wallace collected money from the ship's headquarters at Cartagena and he made periodic trips to the camps to pay the workers.

The commission prepared and issued the Walker Report, which recommended the Nicaragua route, but it was shelved when Congress authorized release of the second Walker Report, issued by the isthmian commission. This new report considered "all factors of climate, health, legal rights, existing franchises and considering probable costs" for the two ship-canal proposals, and again declared for the Nicaraguan option, as expected. For reasons not clear, this new



Excavation at San Obispo. Photo courtesy of the Panama Canal Museum.

report also made a strong case for the Panama alternative.

Treaty with Great Britain Revised
President William McKinley directed Secretary of State John Hay to negotiate a new treaty with British Ambassador Sir Julian Pauncefote that would supersede the existing Clayton-Bulwer Treaty of 1850. This mid-19th century agreement had bound the United States and Great Britain to joint control over any canal to be built in Central America. A replacement treaty would give the United States the right to construct and operate a canal, which as the Suez Canal, "was to be free and open in time of war as in time of peace, to all vessels of commerce and of war, on terms of entire equality."

The new treaty called for the United States to police traffic, but to maintain no land fortifications. The United Kingdom, burdened by a bitter, unpopular Boer War in its South African dependency, had lost interest in a Central American presence and was agreeable to giving the United States a free hand in that area. The two nations signed the Hay-Pauncefote Treaty on Feb. 5, 1900.

Both McKinley and Hay believed that the Secretary "had achieved a milestone," but Hay had failed to share details of the treaty with key members of the Senate Foreign Relations Committee. Powerful opposition arose on Capitol Hill, although U.S. Navy leaders buttressed the cause for the new treaty and voiced no objection to the treaty's restrictive provisions. Navy witnesses testified that a canal could be defended from bases in Puerto Rico and Hawaii. Strong objections, however, arose

from other quarters.

Roosevelt "No Mere Governor"

Theodore Roosevelt, recently elected governor of New York, exploded in "shrill indignation" upon learning that the treaty's provisions limited the ability of the United States to exercise control of any canal across the isthmus. Hay is reputed to have written a frosty response to T.R., stating in no uncertain terms, that "such a matter ought not to concern a 'mere governor.'" It turned out that Roosevelt was "no mere governor," as was vividly demonstrated when he was elected vice president for a second McKinley term in 1900. A few months later, Roosevelt ascended to the presidency upon the assassination of McKinley on Sept. 6, 1901.

President Roosevelt brought to his new office a comprehensive knowledge of world power. He was acutely aware of the strategic limitations imposed by lack of a direct passage between the two oceans north of the Strait of Magellan. The highly publicized 66-day dash of the brand new battleship USS *Oregon* in 1898 around South America to reach Cuban waters just in time to make a major contribution to the decisive battle of the Spanish-American War graphically demonstrated the strategic value of a canal across Central America. The activist President became irritated when Colombian authorities insisted upon significant changes to potential agreement with the United States.

Global Destiny for America

President Roosevelt continued his strong support for proceeding with American acquisition of rights to build a canal despite bickering in Congress. He had a deeper perception and perspective on the canal issue from many in Congress and in the popular press.

The new, young president was promoting neither a commercial venture nor a universal utility. To him, this issue was unequivocally clear. An inter-ocean canal linking the Atlantic and Pacific oceans would provide "the vital – the indispensable – path to a global destiny for the United

States." Roosevelt envisioned America as the commanding power of two oceans, joined by a canal that was built, owned, operated, policed, and fortified by his country. The canal would be the first step in solidifying American supremacy at sea.

Legislation authorizing a canal to be built across Nicaragua was slowly making its way through Congress with substantial (but not unanimous) political, press and citizen support. The Spooner Act of 1899 authorized formation of the Isthmian Canal



Theodore Roosevelt worked hard to make sure the Panama Canal was built. Photo courtesy of the Panama Canal Museum.

Company with RADM Walker as chairman. On Dec. 10, 1899, a convention was signed at Managua, Nicaragua, formalizing a plan to construct a canal in that country. The Senate ratified the disputed Hay-Pauncefote Treaty six days later.

Walker Commission Selects Nicaragua

In the summer of 1901, the United States formally abrogated the 1900 Hay-Pauncefote Treaty and its restrictive provisions, including a prohibition that no nation was to have sole control over any canal. The Walker Commission reported in November 1901 support of the 1899 convention to build a canal across Nicaragua, unless the French company with the Panama concession would sell out to the United States for \$40 million. The renamed French company, Companies Nouvelee de Panama, eager to sell, was inclined to accept that amount, but the issue still was not completely resolved.

It was widely assumed that the Walker Report had "settled once and for all" the

question of the routing of a canal. All that remained was for Congress to approve the Nicaragua route and pass enabling legislation. But, as noted historian McCullough points out, "For those few who bothered to read the Commission's report, however, it was obvious that the important news was not the concluding decision for Nicaragua, but the exceedingly strong case made for Panama. All one had to do was to look at the technical arguments being presented, none of which was very technical nor complicated."

In reluctantly admitting defeat, the French company had decided to sell construction equipment and rights to build a canal across the isthmus to the United States at any price. Even though eager to unload assets to anybody who had cash, officials of the French company, as of Dec. 21, had not yet established an asking price. RADM Walker learned that the French company considered the Panama franchise, real property and equipment to be worth \$109 million. Walker concluded that would be the French asking price, but he figured that the assets the French were offering

were old, required extensive refurbishing and were worth considerably less.

Over the next year, Walker and his staff carefully reviewed the French offer and determined that the value was only about \$40 million. But, on Jan. 4, 1902, the French company offered to sell assets for \$109 million, nearly three times what Walker and staff believed they were worth. While negotiations on possible purchase of French assets were underway, the House of Representatives voted nearly unanimously to proceed with the Nicaragua option. Roosevelt remained aloof from the fray, having earlier given the implicit understanding that he remained in favor of a Nicaragua canal.

The situation became more cloudy when the president summoned members of the Walker Commission to the White House individually to seek the personal views of each. A subsequent secret meeting of the commission was held, at which the members voted unanimously to accept the French offer at a cost not to exceed \$40 million and

to resume construction where the French had stopped. On Jan. 20, 1902, the news of this decision was leaked to the press and created wide incredulity throughout America.

Dealings with Colombia

Compagnie officials finally provided an initial general inventory, which included about 30,000 acres of company land along with the Panama Railroad that American engineers deemed sufficient for their needs. In addition, more than 2,000 buildings, shops, schools, hospitals, churches, residences and social and athletic facilities were listed. Construction equipment included an "immense amount of machinery," railroad locomotives and rolling stock, cranes, tugs, barges, excavators, pumps, surveying instruments and medical, engineering and construction supplies. The United States accepted the inventory as accurate.

The next task was to negotiate a mutually agreeable price with Colombia. In the summer of 1903, the United States offered Colombia a fixed price of \$10 million plus a \$425,000 annual payment for a six-mile-wide right-of-way across the isthmus. The U.S. Senate ratified the agreement in March 1903, but Colombia stalled on ratification in the hope of securing a more lucrative offer. Meaningful negotiations slowed to a crawl over the following months until Colombia finally rejected it in August.

Meanwhile, leaders of a dissident group of Colombian citizens residing in the isthmus were agitating for recognition as an independent nation. The ever-impatient Roosevelt, determined to "make dirt fly" before the 1904 presidential election, correctly assessed that existence of the dissident movement would be a valuable asset to the United States. T.R. understood that the United States being a potential ally in removing Colombian government obstacles would be invaluable to an American takeover.

At the start of an armed uprising in November, Roosevelt moved quickly to provide support to the rebels by dispatch-

ing the gunboat USS *Nashville* to Colon. The stated purpose was to "protect American interests." Arrival of *Nashville* also permitted Sailors to prevent Colombian troops from disembarking to suppress the insurrection. Fifteen days later, a newly independent Panamanian government granted the United States an enlarged 10-mile-wide zone across the isthmus in perpetuity under all the other terms as America had offered Colombia two years earlier.



Inside the pay car at Culebra Cut, Panama, on payday. Photo courtesy of the Panama Canal Museum.

A transfer of rights and property from the French company finally took place on May 4, 1904, and the U.S. paid \$40 million to assume the rights. Then the Isthmian Canal Commission accelerated the task of selecting the men to accomplish the enormous construction challenge ahead. American work on the canal began in earnest with dirt flying in May 1904, well before the fall elections. Americans workers on the project tackled their new responsibility with enthusiasm, and came up with a motto, *The Land Divided; the World United*. This catchy phrase became so popular that it was officially adopted in 1906.

A United States base at Guantanamo Bay, Cuba, acquired as "spoils" of the Spanish-American War in 1898, provided U.S. Navy insurance for the safety of the canal. President Roosevelt also unilaterally proclaimed a "corollary" to the original Monroe Doctrine proclaimed early in the 19th century. In his pronouncement, T.R. claimed for the United States the right to intervene in any dispute between a Western

Hemisphere nations and a European country.

Magnificence of French Failure

The French had failed to complete the project, but their efforts were not a total loss. Americans soon understood that they had also taken control of an 11-mile navigable waterway with depths ranging up to 25 feet and 70-feet wide. Further inspection found evidence of significant excavation at a site originally intended for construction of the planned Eiffel locks.

Even though the French had been unable to complete the task, they had accomplished much usable work, including about 40 percent of the excavations required along the route. Americans, arriving on the scene, were impressed with the "magnificence of the French failure." Evidence of preliminary excavation was also discovered over much of the entire projected canal route. The only major exception was a seven-mile stretch leading to the summit of the Panamanian Continental Divide, where excavation had reached a depth of 163 feet, but had not been completed.

Building a lock-type canal called for a system of gravity-activated underground valves and culverts which obviated the need for a system of pumps. Gravity pressure would be sufficient to raise and lower water levels necessary to allow ships to pass through the multi-lock systems at each end of the canal. This unique system, devised by American engineers, necessitated the flooding of a vast area to create the huge Gatun Lake, fed by tropical rain runoff that provided pressure to open and close lock gates.

American Military

Provides Needed Leadership

Before new construction efforts could actually get underway, the Isthmian Commission looked next to American military services to provide the leadership for success that civilians in charge had experienced difficulty in providing. By the time that actual construction began in 1904, the Commission had selected career Army officers to solve the critical engineering and health challenges that had haunted the

French. Lt.Col. (later Col.) George Washington Goethals, a U.S. Army Corps of Engineers officer, was given responsibility to review the Canal design and to assess how much of the French work and equipment could be integrated into the revitalization undertaking.

Lt.Col. (later Col.) William C. Gorgas, an Army Medical Corps officer, was selected to spearhead efforts to eliminate the twin scourges of yellow fever and malaria, which had taken the lives of thousands of workers during French construction work.

U.S. Navy officers were also called upon to take on important tasks. RADM Albert E. Kenny, Navy paymaster general since 1899, had retired from the Navy in January 1903. He was appointed treasurer and a principal employee of the Isthmian Canal Commission. He was the first of the veteran Navy paymasters to assume executive responsibilities for major functions during initial phases of American assumption of responsibility for Canal construction.

Paymaster (later pay inspector and captain) Eugene C. Tobey, PC, USN, reported to the renamed Panama Canal Commission chairman and was appointed chairman, Department of Material and Supplies. Tobey was assigned increasingly more responsible positions. In June 1904, he was appointed director of posts, where he served until September when he turned over the position to the first civilian director.

Canal Treasury in Need of Reorganization
Given the vast amount of government funds involved in the largest federal construction project ever undertaken, full and complete accounting and safeguarding of funds was absolutely essential. As treasurer, RADM Kenny promptly recommended a simple classification, "sufficiently elastic to permit expansion and contraction to any extent desired, and so arranged that it shows the amount of money expended for all purposes suitably minutely classified."

The Commission soon determined that the rapid development of work and the purchase of equipment from the French demanded formation of a Department of Material and Supplies with Paymaster

Tobey as chief.

The Commission also set up a new Board of Inventory and Appraisal to examine "the material, machinery, and other movable property acquired from the new Panama Canal Company and now available." As of July 1905, the new department had on hand material with a book value of nearly \$29 million, including 176.2 miles of track, 24 American locomotives, 212 Franco-Belgian locomotives, 5,000 dump cars, 273 handcars, 896 excavators and dozens of other items.

In their haste to establish the au-



Construction of upper locks of the Panama Canal. Photo courtesy of the Panama Canal Museum.

tonomy that had been promised them, the members of the Isthmian Canal Commission instituted a system originally intended to avoid misuse of funds or any hint of graft. While attention to detail was necessary and commendable, emphasis on minutia degenerated into a fear of any appearance of extravagance. All significant expenditures were subject to an elaborate system of forms and regulations. Every detail of procedure required approval of the seven commission members, who were located in the United States, 2,000 miles away.

For example, when supervisory personnel desired to rent a handcar for an hour, the process required six separate vouchers. Carpenters were not allowed to saw a board 10 feet in length without a signed permit. Biweekly payrolls for 1,800 workers required six and a half hours to complete 7,500 separate pieces of paper, weighing 103 pounds. Because of the time necessary to process purchase orders through Washington, department heads frequently ordered material in excessive

quantities and well before they were required. There were many "horror" stories, including one order for 240,000 pairs of hinges with which to hang 15,000 doors.

Avoiding Financial Disaster

Into this potential financial disaster stepped Paymaster George Schafer, PC, USN. In one instance, a civil servant was sent to Barbados to recruit workmen and to transport them to Panama by a British steamship company. When the ship owners rendered a bill for transportation, LT Schafer reluctantly paid it, but notified recruiters that he could no longer pay bills for transportation of workers because of a department ruling.

With trained and organized American military officers in the key positions, the construction work moved forward relentlessly. Over the next eight years, excavation proceeded at an impressive pace and huge amounts of concrete were poured to form the locks. American industry promptly met the challenge to manufacture the gargantuan lock gates that exceeded the size of any steel structures previously manufactured in the United States. Newspapers around the world eagerly chronicled Panama Canal progress as it moved forward relentlessly. As the date of projected canal completion neared, the national and international press published longer, more detailed and more favorable reports on progress.

Success at Last in August 1904

While still in office, ex- President Roosevelt had been the canal's primary cheerleader as he continued to link completion of the canal to America's projection of sea power throughout the world. Some naysayers in Congress and the press were grudgingly won over as the constructors set impressive records, but harsh critics remained. A target date of late 1913 was established for the grand opening of the Panama Canal, but a sudden collapse of the huge Culebra Cut in December set back the optimistic timetable.

In just eight months, massive restorative efforts at Culebra succeeded in permitting opening the Canal to the initial interoceanic voyage when, on Aug. 3, 1914, the cement boat *Cristobal* made a surprise westbound transit. The first official transit

of the Panama Canal was recorded by the ocean vessel, SS *Ancon*, on Aug. 15. Although he had surrendered the office of president to William Howard Taft in 1909, T.R. had the last laugh on his critics when the event that had eluded mariners for centuries finally occurred.

Exceptional Result; Enormous Cost

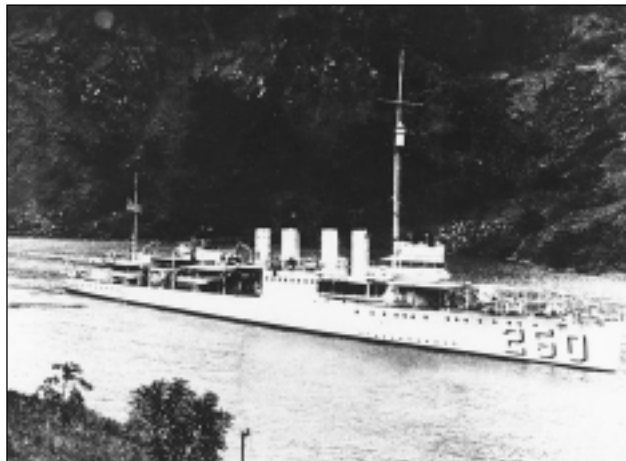
The completed canal cost Uncle Sam \$352 million, including the \$40 million paid to the French company and \$10 million paid to Panama. Together, expenditures by the American and French efforts totaled about \$639 million, four times those of the Suez Canal, but the Panama Canal had cost the United States \$23 million less than originally estimated. The United States excavated 232,440,945 cubic yards of earth, while the French provided a rounded total of another 262 million cubic yards. By 1914, the work force had reached 45,107, but the end was in sight. The canal had been opened six months ahead of schedule in spite of an eight-month delay because of the collapse of the Culebra Cut. The cost in lives lost to disease and accidents during 10 years of American administration, according to hospital records, dropped dramatically to 5,609.

Maj. R.E. Wood, Quartermaster Corps, U.S. Army, wrote in 1916, "The Canal will always remain a material monument from a construction and engineering standpoint; it will also stand as a monument in the minds and hearts of the employees who worked on it during the construction period." His sentiments were echoed by the vast majority of those who worked on the massive project. CAPT Tobey continued to serve in supply-related posts until he was ordered to duty in the Bureau of Supplies and Accounts at Washington in 1906. He eventually served throughout the *Great War* (later known as World War I) as a key link in the successful relationship between the U.S. Navy and the British Royal Navy.

Traffic through the Panama Canal during World War I initially failed to achieve projections and only four or five ships transited the new waterway each day, a total of fewer than 2,000 ships annually. Ten years later, however, canal traffic had increased to more than 5,000 ships each year. By 1939, total annual inter-ocean

traffic was greater than 7,000. After World War II, traffic more than doubled.

The unexpected delay in the planned grand opening in early 1914 resulted in press reports of the Panama ceremonies being overshadowed by events of six hours earlier, when in Europe, the anticipated artillery duels of World War I finally commenced on the Western Front. Reports of the long-awaited completion of the Panama Canal, which under other circumstances would have been front-page headline news, was relegated to back pages in most newspapers.



USS Lawrence (DD-250) transits the Panama Canal, during the 1920s or 1930s. U.S. Naval Historical Center Photograph.

Smooth, seamless operation of the canal continued to demonstrate the epitome of American technology and know-how until President Jimmy Carter supported 1977 legislation to turn the expensive engineering and construction feat over to the government of Panama by 2000. Many Americans consider this transaction an unfortunate "giveaway," considering the thousands of Americans who lost their lives and the millions of dollars expended over the 10-year span.

Though the Panama Canal Zone is no longer an American dependency, the magnificence of engineering and construction efforts in designing and building the canal and the positive economic impact on Panama will remain testimony to American ingenuity and commitment. ⚓

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RADM Frank Allston had 34 years of active and Reserve duty when he retired in 1985. He was commissioned an ensign in the Naval Reserve

Supply Corps in 1952 and served on active duty during the Korean War. Returning to civilian life in 1954, he served in management positions with General Electric Company, Bunker Ramo Corporation, and IC Industries before retiring in 1989 as vice president of corporate affairs for Illinois Central Railroad.

As a Naval Reservist Allston has served as Commanding Officer of Reserve units in New York City; Greenville, S.C.; and Chicago, Ill. He is founder of the Recruiting District Assistance Council program for the Navy Recruiting Command, and the Supply Corps Reserve Direct Commission Program. He served as President of both the Navy Supply Corps Association and the Chicago Council of the Navy League of the United States.

Allston was presented the Department of the Navy Distinguished Public Service Award in 1998 for his 10-year effort in researching and writing "Ready for Sea," an extensive history of the first 200 years of the U.S. Navy Supply Corps.



21st Annual VADM Batchelder Awards

The 21st annual VADM Robert F. Batchelder Awards Ceremony was held at the Navy Supply Corps School in Athens, Ga., on Thursday, Aug. 19, recognizing the 2003 Batchelder award recipients. The ceremony was held in George Auditorium and was attended by students, staff, guests, and family members of the award winners.

The Navy League established the Batchelder Award in 1983 in memory of Vice Admiral Robert F. Batchelder, SC, USN. VADM Batchelder served from 1917 to 1957, with tours aboard six different ships and provided support during both World Wars. The award is intended to "enhance operational readiness by public and official recognition of the Supply Corps officer or officers who make exceptional contributions to supply readiness."

RADM Michael C. Tracy, Commander of Cruiser Destroyer Group 2, was the guest speaker at this year's ceremony. CAPT Harley T. Jones (Ret.), Council President, Atlanta Metro Chapter, Navy League of the United States, represented the league. RADM Robert R. Percy, Commander of Navy Expeditionary Logistics Support Force, was also a distinguished guest and participated in the ceremony. The event was hosted by the Navy Supply Corps School.

This year's recipients are LCDR Aaron S. Traver, USS *Tortuga* (LSD 46); LT William J. Barich, USS *Robert G. Bradley* (FFG 49); LT Dennis E. Collins, Cargo Handling Battalion 7; LT Daniel L. Norton, USS *Stethem* (DDG 63); and LTJG Noel A. Fontanilla, USS *Carl Vinson* (CVN 70). RADM Tracy and CAPT Jones presented each recipient a brass clock and certificate on behalf of the Navy League.

★ ★ ★



The official party of the 2004 Batchelder Award Ceremony includes, top row, from left, CAPT Harley T. Jones, Navy League representative and presenter of the 2003 Batchelder Awards; RADM Robert R. Percy, Commander, Navy Expeditionary Logistics Support Force; RDML Michael Tracy, Commander Cruiser Destroy Group 2, guest speaker; and CDR Michael Thomas, Executive Officer of Navy Supply Corps School. Award winners in the front row, from left, include LTJG Noel Fontanilla, LT Dennis Collins, LT Daniel Norton, LT William Barich, and LCDR Aaron Traver.

Leonard Hammond Recognized as NDTA Instructor of the Year



Len Hammond is presented his certificate for National Defense Transportation Association Instructor of the Year by CDR Michael Thomas, Executive Officer of the Navy Supply Corps School.

Leonard Hammond was recognized as the National Defense Transportation Association (NTDA) Instructor of the Year for 2003 to 2004 for his outstanding instructional skills while serving as a Transportation of Hazardous Material Instructor for the Department of Defense.

"He is a knowledgeable, enthusiastic instructor who makes the classroom a dynamic place to learn. In his capacity as curriculum manager for Transportation of Hazardous Material courses Mr. Hammond superbly filled a critical role in ensuring the safety of America's transportation systems," stated CAPT Bob Monette, former Navy Supply Corps School Commanding Officer.

The NDTA selected Hammond for his expertise, exceptional work ethic and dedication to excellence. He personally trained 335 Hazardous Material Shipment Certifiers to be expertly capable of performing required critical inspections. These inspections ensure that only properly identified and packaged material is allowed to be shipped directly so as to maintain the safety of our transportation system.

Hammond is one of only 60 instructors in the entire Department of Defense (DoD) with the high-level expertise and required certification to provide this critical training. In addition to the application of his skills, he has saved over \$300,000 for the government through personally teaching four sites by video teletraining and eleven sites by mobile training, which saved critical travel dollars for the commands involved.

Hammond is originally from Palacios, Texas. He has lived in the Athens area since 1989 and has been an employee at the Navy Supply Corps School for the last three years. Prior to working at the base, he served in the Navy for twenty-eight years, rising from the enlisted ranks to the grade of lieutenant. He retired in 1994 and worked in the industry as a Hazardous Material Safety Manager.

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FY '05 Supply Corps Lieutenant Commander Selection Board Results

Congratulations to the following lieutenant commander selects.

Name	Duty station at time of selection
Raymond Alexander	NAVAIRPRA
Ernesto Castro Andrada Jr.	CHNPERSUP WASHDC
Julius Uriah Arnette	COMNAVAIRPAC
Mark Ivan Axinto	S PG MONTEREY
Susan L. Ayers	COMNAVAIRLANT
Babak Ali Barakat	USS COOK DDG 75
Kenneth C. Barrett	USS THORN DD 988
Nathan Bruce Begley	USS DULUTH LPD 6
Leslie Scott Beltz	S PG MONTEREY
Patrick Christopher Blake	USS CHAFEE DDG 90
William D. Booth	S PG MONTEREY
Charles Rowlee Bull Jr.	NSSC KINGS BAY
David Dewitt Carnal	S PG MONTEREY
John Junqiao Chen	USS NASHVILLE LPD 13
George William Clark III	TRANSCOM HD
Corey Andre Cook	FLEHOSUPPOFF
David Henry Cornelius Jr.	USS NASSAU LHA 4
Kristian Michael Doran	USS BENFOLD DDG 65
Paul Brian Dougherty	USS HARPERS FERRY LSD 49
David Edward Doyle	S PG MONTEREY
Charles William Dunphy Jr.	COMSUBLANT
Charles Dwy	FISC YOKO (NWCF)
Mark M. Estes	S PG MICH STATE
George C. Estrada	S PG MONTEREY
Heidi Rose Fearon	USS BONHOMME RICHARD LHD 6
Keith Allen Freese	CNAVPERSCOM MILL
Mark Taylor Galiano	CNRPNW
Nicola M. Gathright	USS FITZGERLD DDG 62
Thomas W. Green	DIRDIVOFNREACDOE
Michael E. Gross	NAVSISA
Keith Jerard Guillory	COMUSSOCOM
Fernando Harris	USS KITTY HAWK CV 63
Ferdinand Cervania Herrera	HSL 41
Michael William Heryford	S PG U KANSAS
Matthew D. Holman	USS ENTERPRISE CVN 65
Roy Stewart Hornback	COMSUBLANT
Prudence Yvette Howard	NASC/AIR-1.0 PMO
Mooni Jafar	USS THEODORE ROOSEVELT CVN 71
Christopher Lynn James	DIRDIVOFNREACDOE
Jeffrey Henry Jefferies	COMTHIRDFLEET
Keith Wayne Jeffries	S PG MONTEREY
Blake Warren Kent	USS CHOSIN CG 65
Jerry Allen King	USS LAKE CHAMPLAIN CG 57
Kevin Klein	NSUPFAC D GARCI
Jason Edward Klingenberg	S PG MONTEREY
Gregory Robert Lask	SUBDEVRON 5 STAFF
Yanfeng Li	USS PAUL HAMILTON DDG 60
Steven L. Luna	USS DECATUR DDG 73
Geoffrey D. Lyster	JNTSTF JCS WASH
Steven Jude Macdonald	USS PORTER DDG 78

Brian Alan Mai	USS CLEVELAND LPD 7
Steven Raynard Marshall	USS CHURCHILL DDG 81
Santo Mcadoo	USS KEARSARGE LHD 3
Jacqueline M. Meyer	USS VALLEY FORGE CG 50
Jacob W. Miller	DDSP SUSQ DWCF
Joaquin Junior Molina	USS DEWERT FFG 45
Charles Richard Neu	USS TAYLOR FFG 50
Timothy John Nicholls	COMLOG WESTPAC
Daniel Lee Norton	NS ROTA SP
Richard John Otlowski	NSCSCOLGENSKLTNG
Edward Daley Pidgeon	USNORTHCOM
Kristin Marie Piotrowski	S PG HARVARD U
Wade Wallace Rindy	S PG MONTEREY
David Edward Roberts	USS OGDEN LPD 5
Juan J. Rodriguez	USS WHIDBEY LSD 41
Michael Wayne Roy	S PG MONTEREY
Harry McPherson Russell	USS HAWES FFG 53
Nicholas Robert Russo	DSCP PAC REG
Allen E. Sanford	USS ELROD FFG 55
Steven Karl Schultz	SUP PM SF NL
James Hunter Strauss	USS HOWARD DDG 83
Brett Matthew Sullivan	USS OAKHILL LSD 51
Lesley N. Swint	USS MCCAMPBELL DDG 85
Julie Mary Treanor	CNR SOUTHEAST
Alsandro H. Turner	USS NIMITZ CVN 68
Andrew E. Tuttle	COMSUBGRU 8
Bryan Gene VanVeldhuizen	USS LASSEN DDG 82
Brad W. Vetting	S PG MONTEREY
Brian John Vosberg	PCU LPD 17
James Joseph Walls	USS KAUFFMAN FFG 59
Todd Alan Wanack	CNSC BUPERS MILL
Peter Worthington Ward	USS ROSS DDG 71
Richard H. Wilhelm	S PG MONTEREY
Michelle Daigle Winegardner	USS THE SULLIVANS DDG 68
Anthony Dominic Yanero	USS GUNSTON HALL LSD 44
Michael York	USS HARRY S TRUMAN CVN 75
Mark Alan Ziegler	USS BARRY DDG 52
Limited Duty Officer	
Glenn Alan Jett	CNAVPERSCOM MILL
Danny Webster King	USS RONALD REAGAN CVN 76
Faith Ellen Strausbaugh	MSC NFAF W SDGO
Robert William Veit	NTGD MILTON FL
Matthew Williams	USS ESSEX LHD 2

FY '06 Selection Board Schedule

Board	Board Title	Sponsor	Convene	Adjourn
55	SC Commander Sea Screen	PERS 4412	04-Oct-04	08-Oct-04
60	Res* O-7 Staff (MSC, SC)	PERS 480	26-Oct-04	29-Oct-04
200	Act+ O-7 Staff (MC, SC)	PERS 4801B	04-Nov-04	05-Nov-04
40	Transfer/ Redesignation #1	PERS 4801G	08-Nov-04	19-Nov-04
26	Res O-8 Staff (SC)	PERS 480	06-Jan-05	06-Jan-05
170	Act O-6 Staff	PERS 4801B	08-Feb-05	11-Feb-05

171	Act O-5 Staff Continuation	PERS 4801B	08-Feb-05	11-Feb-05
105	Act O-8 Staff (SC, SHCE)	PERS 4801B	16-Feb-05	16-Feb-05
190	Acq Prof** Community #1	PERS 447	22-Feb-05	25-Feb-05
245	Res O-6 Staff	PERS 4801C	28-Feb-05	04-Mar-05
246	FTS O-6 Staff	PERS 4801C	28-Feb-05	09-Mar-05
340	Res O-4 Staff	PERS 4801C	28-Feb-05	09-Mar-05
341	FTS O-4 Staff	PERS 4801C	28-Feb-05	09-Mar-05
250	Res O-5 Staff	PERS 4801C	28-Feb-05	09-Mar-05
251	FTS O-5 Staff	PERS 4801C	28-Feb-05	09-Mar-05
265	Act O-5 Staff	PERS 4801B	29-Mar-05	01-Apr-05
266	Act O-4 Staff Continuation	PERS 48	29-Mar-05	01-Apr-05
300	Act O-4 Staff	PERS 4801B	09-May-05	13-May-05
301	Act O-3 Staff Continuation	PERS 4801B	09-May-05	13-May-05
302	Supply Corps Post Grad++ Education Screen	PERS 4412	09-May-05	13-May-05
240	Transfer/ Redesignation #2	PERS 4801G	06-Jun-05	10-Jun-05
420	Acq Prof Community #2	PERS 447	28-Sep-05	30-Sep-05
*Reserve +Active **Acquisition Professional ++Graduate				

Reviewing your Record

All officers should review their records as soon as possible to ensure their records are ready for their board.

Updating your ODC/OSR PSR

The Center for Career Development and PERS 3 have established web-enable versions of the Officer Data Card, Officer Summary Record, and Performance Summary Record. This site is now available to all service members on the Internet. Members can view and print OSR, PSR, and ODC online. The way the Web site works is:

1. Log into www.bupers.navy.mil, on left side menu, click "Bupers Online," **OR**
2. Log into www.staynavy.navy.mil, highlight "Officer" on tool bar, click on "Records Online", then click "Bupers online log in."

Both sites will direct you to log into Bupers Online. Navigate among the various forms (ODC, OSR, PSR).

Navigation hint: If you left click on the block name, a separate window will open that explains about that block. This works for all three forms.

For the ODC only, if you left click on the data in the block itself, you start the change procedure discussed below.

To make changes to the ODC/OSR, go to the ODC and follow the instructions below. You cannot update the OSR, you must update the ODC instead, *except* for **Personal Awards**, which have to be sent to the Navy Department, Board of Decorations and Medals (N09B13), Chief of Naval Operations, 2000 Navy Pentagon, Washington, DC 20350-2000. Enclose copies of the PSR Part I and the citation.

- For changes to the ODC, select the block of information on the ODC that needs to be changed (for example PEBD (block 16)).

- **Education:** To view all College Degrees, Courses, Levels and Military Course Codes that need to be entered on the ODC, click on following links:

- *College Name Abbreviations:*

https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/II14_D_11_1A.htm

- *Levels of educational codes:*

https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/II14_D_2.htm

- *Major fields of study codes:*

https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/II16_D_4.htm

- *Other educational general information:*

https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/ii/officerClassTwoMenu.htm

- Enter the correct information and hit "submit"

- The system will generate an e-mail back to the member only giving him/her a form they can mail to the PERS code responsible for that block. This e-mail contains the contact information for the cognizant office as well as the change requested by you.

- Then mail that form and supporting documentation to the cognizant office for update.

- Documents that used to be sent to PERS-312, now need to be faxed to the NSIPS Helpdesk at 504-697-0342 (DSN 647) or call 1-877-589-5991 to speak to a technician.

- Billet and Officer Designators Codes, Subspecialty (SSP) Codes, Navy Officer Billet Classification (NOBC) codes and Additional Qualification Designation (AQD) Codes, click on this link: https://buperscd.technology.navy.mil/bup_updt/508/OfficerClassification/i/officerClassOneMenu.htm

To make changes to the PSR and OSR, left click the block name and correction instructions will appear within the explanation for that block and the point of contact to correct that specific information. NSIPS Helpdesk does not make corrections to PSR and OSR. *Remember, it is best to continuously review your record throughout your career. This will prevent having to make many last minute corrections.*

Navy Knowledge Online (NKO)-Supply Officer Homepage

Login to the Navy Knowledge Online web site (<https://www.nko.navy.mil/>) and check the new Supply Corps Officers Homepage. This page is being developed to give Supply Corps officers "one stop shopping" for all your Supply Corps needs. The site includes discussion forums, an instruction library, an online directory and many other useful features and links. Please visit and give us your feedback.

From the Career Counselor's Corner

Correspond with the Career Counselor. LCDR David Rhone (OP31) and Ruth Bennett (OP31A) can be contacted for additional information regarding the following topics listed below. We are located in Building 791, Room C109. The OP website <http://www.persnet.navy.mil/pers4412/index.htm> is also great source of information for many of the topics listed below and others. Submit correspondence for selection boards to the following address; please ensure you include the building and room number when sending express mail shipments.

LCDR David Rhone
Supply Corps Career Counselor
NAVSUP OP31/PERS-4412Q
5720 Integrity Drive
Millington, TN 38055-4412

Mrs. Ruth Bennett
Asst. SC Career Counselor
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Phone: (901) 874-4624

Phone: (901) 874-4629

DSN: 882 DSN: 882
 Fax: (901) 874-2684 Fax: (901) 874-2684
 p4412q@persnet.navy.mil p4412qa@persnet.navy.mil

Supply Corps Officer Strength



As of May 31, 2004
Selected LDO/

	Regular	Reserve	CWO	TAR	Total
FLAG	10	8	0	0	18
CAPT	174	99	1	11	285
CDR	436	277	9	29	751
LCDR	501	339	24	40	904
LT	690	229	53	29	1001
LTJG	482	30	43	1	556
ENS	260	89	24	0	373
CWO	0	5	71	0	76
Total	2553	1076	225	110	3964

Replace missing fitness reports and evaluations.
 Submit a clean, clear, hard copy signed by you and your reporting senior to PERS-311, (901) 874-3330, FAX - 2761:

Navy Personnel Command (PERS-311)
 5720 Integrity Drive
 Millington TN 38055-3110

Update your photograph! You are required to have a photograph in your current pay grade on file. All submissions should be made on a NAVPERS 1070/10 form to:

Navy Personnel Command (PERS-313)
 5720 Integrity Drive
 Millington TN 38055-3130

Correct your education information. Submit college degree diplomas, transcripts, certificates of training to PERS-312G, (901) 874-3392; FAX: -2660. Ensure your transcripts state the type of degree received.

Order your Record on CD (Microfiche): You may request copies of your permanent Military Personnel Record, to be mailed to your official command address, online at <https://www.bol.navy.mil/>. All other requests must be faxed or mailed. Ensure you include your name, rank, SSN, address where you would like your request to be mailed, and **signature**. Due to

Privacy Act concerns, NPC does not honor requests without a signature. Fax: commercial (901) 874-2664. DSN prefix 882. Send all mail to:

Navy Personnel Command (PERS 313C)
 5720 Integrity Drive
 Millington, TN 38055-3130.

News from the Command Master Chief



Change is constant in the ever-evolving Navy we are in today. This change and our ability to adapt to it have made us the most formidable Navy the world has known. With change comes various paths and career choices that we must all make. The key to your decision-making is staying engaged in the strategic process of this change.

Our leadership is rapidly changing the way we educate the Sailor of 2015 and beyond. The true science of learning is showing that although we like to differentiate ourselves by a multitude of ratings, most of what we do as warfighters is very similar in nature. We also all need to realize that with the current cost of the manpower account running at close to 65 percent of the budget, we need to dramatically change our enlisted manning and education processes.

As I dialogue with Sailors in the fleet there is quite a bit of frustration about the various initiatives going on involving rating mergers and change to our supply enlisted community. Whether we talk about optimal manning initiatives on our smaller ships, or the introduction of cutting edge technology on our carriers there appears to be concern. Change is inevitable and good. If not, we would still be in the day of sail. We also need to change our manning requirements when change introduces new technology and eliminates processes.

Moving in to the new platform designs of LCS/DDX/CVN-21 brings dramatic change to supply processes. Most of our financial

and administrative processes will move ashore. This will provide more accurate support to you as a warfighter afloat. It will also free you up to perform the duties most critical to fighting the ship. Along with moving those processes ashore comes billet reductions afloat, and eventual military billet reductions ashore.

Understanding these realities in advance should help you better project where your rating is going. As leaders we are responsible to communicate to you potential paths you can take and your options. As a Sailor, you are responsible for your career. It takes constant management and your finger on the pulse of the direction of the Navy. You have a much clearer picture of where we are going with the tools available via NKO and other communication conduits available to you. The key for you is to use the tools provided.

Our CNO has asked all of us to challenge the assumptions on the road ahead. If we don't and stay in our legacy mindset we will not have a robust force that is agile and can respond to any threat. We will be forced to eliminate new platforms and processes due to costs of sustaining our current readiness. Future readiness is the key to our future. Manage your career wisely, realizing that change is inevitable and in order to be effective you must embrace it. See you on the waterfront.

CNOCM (SW/AW) Dan Warner, USN
 Master Chief Petty Officer of the Supply Community
 (daniel.k.warner@navy.mil)

CAPT Christopher J. Barber

CAPT Christopher J. Barber, SC, USN, completed 22 years of active service and retired Sept. 1, 2004, after serving at Chief of Naval Operations, Arlington, Va. He received his bachelor's degree at University of Notre Dame and his master's degree at San Diego State University. His previous duty stations include USS *Constellation* (CV 64); Commander, Naval Air Force, U.S. Pacific Fleet, North Island, Calif.; Naval Air Station, North Island, Calif.; and Naval Inventory Control Point, Mechanicsburg, Pa.; Commander, Naval Supply Systems Command, Washington, D.C.; USS *Ranger* (CB 61); and Naval Supply Center, San Diego, Calif.

CAPT T. Scott Bethmann

CAPT T. Scott Bethmann, SC, USN, completed 25 years of active service and retired on Sept. 1, 2004, after serving at Defense Logistics Agency, Fort Belvoir, Va. He received his bachelor's degree at U.S. Naval Academy and his master's degree at Naval Postgraduate School. His previous duty stations include Naval

Inventory Control Point, Philadelphia, Pa.; USS *John F. Kennedy* (CV 67); Navy Supply Corps School, Athens, Ga.; Naval Aviation Supply Office, Philadelphia, Pa.; Commander, Naval Air Force Atlantic, Norfolk, Va.; USS *Midway* (CV 41); Fleet Material Support Office, Washington, D.C.; USS *Bradley* (FF 1041); and Naval Supply Center, Oakland, Calif.

CAPT Robert E. Bjelland

CAPT Robert E. Bjelland, SC, USN, completed 34 years of active service and retired on Sept. 1, 2004, after serving at Fleet and Industrial Supply Center, Norfolk, Va. He received his bachelor's and master's degrees at Brenau University. His previous duty stations include Chief of Naval Operations, Washington, D.C.; USS *Arctic* (AOE 8); Naval Inventory Control Point, Mechanicsburg, Pa.; Commander, Afloat Training Group Western Pacific, Yokosuka, Japan; USS *Mobile Bay* (CG 53); Trident Refit Facility, Kings Bay, Ga.; Pearl Harbor Naval Shipyard, Pearl Harbor, Hawaii; USS *Iowa* (BB 61); Navy Supply Corps School, Athens, Ga.; and USS *Ajax* (AR 6).

CAPT Eric W. Carlson

CAPT Eric W. Carlson, SC, USN, completed 25 years of active service and retired on Sept. 1, 2004, after serving at Fleet Hospital Support Office, Williamsburg, Va. He received his bachelor's degree at Georgia Technical Institute of Technology and his master's at the University of Florida. His previous duty stations include Naval Supply Systems Command, Office of Personnel, Millington, Tenn.; Naval Reserve Readiness Command Region 8, Jacksonville, Fla.; Fleet and Industrial Supply Center, Charleston, S.C.; Commander, Naval Supply Systems Command Headquarters, Arlington, Va.; USS *Holland* (AS32); Commander, Submarine Force, U. S. Atlantic Fleet, Norfolk, Va.; and USS *Narwhal* (SSN 671).

CAPT Ronald D. Christian

CAPT Ronald D. Christian, SC, USN, completed 26 years of active service and retired on Sept. 1, 2004, after serving at Commander, Naval Air Forces Reserves, New Orleans, La. He received his bachelor's degree at Oregon State University and his master's degree at Navy Postgraduate School. His previous duty stations include Chief of Naval Operations, Washington, D.C.; Navy Reserve Readiness Command Region, New Orleans, La.; Naval Air Facility Detroit, Mount Clemens, Mich.; USS *Antrim* (FFG 20); Attack Squadron 122, Lemoore, Calif.; and USS *Blue Ridge* (LCC 19).

CAPT Billy Keith Dodson

CAPT Billy Keith Dodson, SC, USN, completed 25 years of active service and retired on Sept. 1, 2004, after serving at Commander, Naval Sea Systems Command, Detachment, Norfolk, Va. He received his bachelor's degree at Southeast Missouri State University. His previous duty stations include Commander, Naval Expeditionary Logistics Support Force, Williamsburg, Va.; Chief of Naval Operations, Washington, D.C.; Navy Supply Corps School, Athens, Ga.; Shore Intermediate Maintenance Activity, Charleston, S.C.; USS *Bowen* (FF 1079); Naval Reserve Center, Lansing, Mich.; and USS *William V. Pratt* (DDG 44).

CAPT Robert E. Greene

CAPT Robert E. Greene, SC, USN, completed 23 years of active service and retired on Sept. 1, 2004, after serving at Defense Logistics Agency, Fort Belvoir, Va. He received his bachelor's degree at

Supply Enlisted Manning As of July 2004			
Rate	Inventory	Billets Authorized	% Manned
Active Duty			
DK	1609	1665	96.8
CS (SW)	8929	8475	105.5
CS(SS)	1085	1091	101.3
PC	940	913	103.6
SH	2857	2769	102.7
SK(SW)	9561	9334	102.5
SK(SS)	573	546	106.9
TAR			
DK	172	142	121.0
CS	244	256	95.0
SK	954	993	96.0
SELRES			
DK	279	217	129.0
CS	1812	1307	139.0
PC	277	231	120.0
SH	480	284	169.0
SK	5180	3910	132.0

University of Florida. His previous duty stations include Commander, Logistics Forces, Navy Central Command, Bahrain, Manama; Commander, Naval Reserve Force, New Orleans, La.; Fleet and Industrial Supply Center, Pearl Harbor, Hawaii; Naval Reserve Readiness Center Region, Charleston, S.C.; Craft of Opportunity, Mini Squadron 22, Charleston, S.C.; USS *Canopus* (AS 34); Defense Contract Administrative Services Management Area Atlantic, Marietta, Ga.; and USS *Henry Clay* (SSBN 625).

CAPT Ralph O. Scherini

CAPT Ralph O. Scherini, SC, USN, completed 28 years of active service and retired on Sept. 1, 2004, after serving at U.S. Naval Academy, Annapolis, Md. He received his bachelor's degree at U. S. Naval Academy and his master's degrees at Navy War College and Naval Postgraduate School. His previous duty stations include Navy Shipyard Puget Sound, Bremerton, Wash.; USS *Bridge* (AOE 10); Program Executive Office, Theater Air Defense, Washington, D.C.; Naval Supply Systems Command, Arlington, Va.; Commander, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Navy Supply Center, Bremerton, Wash.; Ships Parts Control Center, Mechanicsburg, Pa.; and USS *Hewitt* (DDG 966).

CAPT Patrick A. Tillson

CAPT Patrick A. Tillson, SC, USN, completed 24 years of active service and retired on Sept. 1, 2004, after serving at Navy Surface Warfare Center, Port Hueneme, Calif. He received his bachelor's degree at Oklahoma State University and his master's degrees at Navy War College and the University of Washington. His previous duty stations include Chief of Naval Operations, Arlington, Va.; Fleet and Industrial Supply Center, Bremerton, Wash.; USS *Sterett* (CG 31); Commander, Navy Military Personnel Command, Arlington, Va.; Commander, Naval Supply Systems Command, Washington, D.C.; Naval Supply Center Oakland, Calif.; and USS *San Francisco* (SSN 711).

CDR A. David Armstrong

CDR A. David Armstrong, SC, USN, completed 26 years of active service and retired on Sept. 1, 2004, after serving at Commander, Naval Supply Systems Command, Mechanicsburg, Pa. He received his bachelor's degree at California State University and his master's degree at

National University. His previous duty stations include Defense Distribution Center, Yokosuka, Japan; Fleet and Industrial Supply Center, Yokosuka, Japan; USS *Anzio* (CG 68); Naval Maintenance and Supply Systems Office, Chesapeake, Va.; USS *Spartanburg County* (LST 1192); USS *Iowa* (BB 61); Fleet Material Support Office, Washington, D.C.; Commander, Space and Naval Warfare Systems Command, Washington, D.C.; and USS *William M. Stanley* (CG 32).

CDR William Michael Barnett

CDR William Barnett, SC, USN, completed 30 years of active service and retired on Aug. 1, 2004, after serving at Joint Strike Fighter Program, Arlington, Va. He received his bachelor's degree at National University and his master's degree at National Defense University. His previous duty stations include Office of the Assistant Secretary of the Navy, Research Development and Acquisition, Washington, D.C.; Program Executive Office, Theater Surface Combatant, Washington, D.C.; USS *Wasp* (LHD 1); Trident Refit Facility, Bangor, Wash.; Navy Regional Contracting Center, San Diego, Calif.; USS *Pintado* (SSN 672); and USS *Hepburn* (FF 1055).

CDR Boris Stephen Belchoff

CDR Boris Stephen Belchoff, SC, USN, completed 20 years of active service and retired on Aug. 1, 2004, after serving at Naval Undersea Warfare Center Division Keyport, Wash. He received his bachelor's degree at State University of New York, Albany, and master's degree at Naval Postgraduate School. His previous duty stations include USS *Abraham Lincoln* (CVN 72); NATO's Allied Command Atlantic, Regional Headquarters Southern Atlantic, Lisbon, Portugal; USS *Oldendorf* (Dd 972); Defense Industrial Supply Center, Philadelphia, Pa.; and USS *Santa Barbara* (AE 28).

CDR Herman J. M. Jorgensen IV

CDR Herman J. M. Jorgensen IV, SC, USN, completed 24 years of active service and retired on Aug. 1, 2004, after service at Navy Recruiting Command, Millington, Tenn. He received his bachelor's degree at University of Notre Dame and his master's degree at Naval Postgraduate School. His previous duty stations include Commander, U.S. Pacific Fleet, Pearl Harbor, Hawaii; Pearl Harbor Naval Shipyard, Hawaii; USS *La Salle* (AGF 3); Defense Distribution

Depot, Oakland, Calif.; Naval Supply Center, Oakland, Calif.; USS *Gray* (FF 1054); Surface Warfare Officers College Command Detachment Coronado, San Diego, Calif.; and USS *Ogden* (LPD 5).

CDR Craig A. Larson

CDR Craig Allen Larson, SC, USN, completed 21 years of active service and retired on Aug. 1, 2004, after serving at Fleet and Industrial Supply Center, Norfolk, Va. He received his bachelor's degree at Saint Bonaventure University. His previous duty stations include Naval Station Guantanamo Bay, Cuba; Amphibious Construction Battalion 2, Norfolk, Va.; USS *Carl Vinson* (CVN 70); Defense Distribution Region East, Norfolk, Va.; USS *Iwo Jima* (LPH 2); Navy Resale Activity, Athens, Ga.; and USS *Barbour County* (LST 1195).

CDR Gregory Martin

CDR Gregory Martin, SC, USN, completed 24 years of active service and retired Sept. 1, 2004, after serving at Commander, Space and Naval Warfare Systems Command, San Diego, Calif. He received his bachelor's degree at University of Rhode Island and his master's degree at Saint Mary's College of California. His previous duty stations include Commander, Naval District Washington, Washington, D.C.; Bureau of Naval Personnel, Washington, D.C.; Naval Support Activity, Naples, Italy; Naval Supply Center, Oakland, Calif.; USS *Henry B. Wilson* (DDG 7); and Navy Resale and Services Support Office, Auburn, Wash.

CDR David Kenneth Morris

CDR David Kenneth Morris, SC, USN, completed 23 years of active service and retired on Aug. 1, 2004, after service at Program Executive Officer, Tactical Aircraft Programs, Patuxent River, Md. He received his bachelor's degree at University of Wisconsin and his master's degree at Naval Postgraduate School. His previous duty stations include NATO's Supreme Allied Command Atlantic Undersea Research Centre, La Speta, Italy; USS *Tortuga* (LSD 46); Commander, Naval Air Systems Command, Washington, D.C.; and USS *Peleliu* (LHA 5).

CDR Jose Pubillones

CDR Jose Pubillones, SC, USN, completed 29 years of active service and retired on Sept. 1, 2004, after serving at Fleet and Industrial Supply Center, Jacksonville

MEDALS AND AWARDS



Detachment, Ingleside, Texas. He received his bachelor's degree at Park College and his master's degree at Webster College. His previous duty stations include Commander, Mine Warfare Command, Corpus Christi, Texas; USS *Port Royal* (CG 73); Fleet and Industrial Supply Center, Pearl Harbor, Hawaii; Naval Submarine Support Facility, New London, Conn.; Commander, Submarine Force, U. S. Pacific Fleet, Pearl Harbor, Hawaii; USS *Augusta* (SSN 710); and USS *Hunley* (AS 31).

LCDR Robert F. Skjonsby

LCDR Robert F. Skjonsby, SC, USN, completed 20 years of active service and retired on Sept. 1, 2004, after serving at Commander, Navy Region Northwest, Silverdale, Wash. He received his bachelor's degree at Oregon State University. His previous duty stations include Commander, Logistics Forces Navy Central Command, Manama, Bahrain; Commander, U. S. Naval Forces Central Command, Manama, Bahrain; USS *George Washington* (CVN 73); Naval Air Station Whidbey Island, Wash.; and USS *Daniel Boone* (SSBN 629) (Gold).

CDR Paul D. Thayer

CDR Paul David Thayer, SC, USN, completed 20 years of active service and retired on Sept. 1, 2004, after serving at Naval Surface Force, U. S. Atlantic Fleet, Norfolk, Va. He received his bachelor's degree at State University of New York at Albany and his master's degree at Pennsylvania State University. His previous duty stations include USS *Nimitz* (CVN 68); Department of Energy, Naval Reactors, Mechanicsburg, Pa.; Department of Energy, Division of Naval Reactors, Arlington, Va.; Navy Supply Corps School, Athens, Ga.; and USS *James K. Polk* (SSBN 645) (Blue).

CWO4 Michael Waters

Chief Warrant Officer 4 Michael Waters, SC, USN, completed 30 years of active service and retired on Sept. 1, 2004, after serving at Aviation Support Detachment, Norfolk, Va. His previous duty stations include USS *Dwight D. Eisenhower* (CVN 69); Commander, Patrol Wings Pacific, Norfolk, Va.; USNS *San Diego* (TAFS 6); Helicopter Mine Countermeasures Squadron 12, Norfolk, Va.; and USS *America* (CV 66).

Distinguished Service Medal

RADM **Justin D. McCarthy**, SC, USN, Commander, Naval Supply Systems Command and 42nd Chief of Supply Corps, July 2001 to July 2004.

Meritorious Service Medal

LCDR **Will A. Clarke**, USN, Lead Business Financial Manager, Navy Unmanned Aerial Vehicle Program Office, Program Executive Officer, Strike Weapons and Unmanned Aviation, Naval Air Systems Command, Patuxent River, Md., June 2002 to April 2004.

CDR **Kenneth E. Cuyler**, SC, USN, Director of Supply Chain Management, Fleet and Industrial Supply Center, Jacksonville, Fla., April 1999 to July 2004.

CDR **Teddie L. Dyson**, SC, USN, Acquisition Department Fleet Division Director and Forces/Industrial Program Manager, Fleet and Industrial Supply Center, Norfolk, Va., August 2002 to August 2004.

CDR **Michael L. Fulton**, SC, USN, Industrial Support Department Director and Executive Officer, Fleet and Industrial Supply Center, Yokosuka, Japan, July 2001 to July 2004.

CDR **Eric L. Glaser**, SC, USN, (Gold Star in lieu of Second Award), Regional Contracts Department Director, Fleet and Industrial Supply Center, San Diego, Calif., October 2001 to July 2004.

SHCM (SW) **Nestor I. Reyes**, USN, Supply Management Team Leader, Afloat Training Group, Mayport, Fla., November 2000 through May 2004.

LCDR **Walter W. Robohn**, SC, USN, Director, Manchester Fuel Department, Fleet and Industrial Supply Center, Puget Sound, Wash., June 2001 to June 2004.

GMCM (SW/AW) **Ronald R. Williams**, USN, Command Master Chief and Program Manager for Supply and Logistics, Fleet and Industrial Supply Center, Norfolk, Va., June 2001 to October 2004.

Navy and Marine Corps Commendation Medal

LT **Cielo I. Almanza**, SC, USN, (Gold Star in lieu of Third Award), Navy Acquisition Contracting Officer, Fleet and Industrial Supply Center, San Diego, Calif., September 2002 to August 2004.

SK1 **Alfredo L. Delacruz Jr.**, USNR, Leading Petty Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 219, April 2001 to June 2004.

LT **Ronald S. Flanders**, USNR, Deputy Public Affairs Officer, Fleet and Industrial Supply Center, San Diego, Calif., February 2004 to July 2004.

LCDR **Christa H. Ford**, SC, USNR, (Gold Star in lieu of Third Award), Executive Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 219, March 2001 to June 2004.

DKCS (SW/AW) **Nilo S. Nunez**, USN, Fleet Support Group Pacific, Fleet and Industrial Supply Center, San Diego, Calif., July 2001 to June 2004.

LCDR **Tiffany A. Schad**, SC, USN, (Gold Star in lieu of Fourth Award), Inventory Manager, Fleet and Industrial Supply Center Naval Air Depot, North Island Site, San Diego, Calif., July 2002 to July 2004.

Navy and Marine Corps Achievement Medal

SK2 (SW) **Jerico J. Alv**, USN, Stores Division Storeroom Supervisor, USS *Saipan* (LHA 2), June 2004 to August 2004.

JO1 **Jessica M. Bailey**, USNR, Newspaper Editor, Fleet and Industrial Supply Center, San Diego, Calif., February 2004 to July 2004.

LT **John S. Bramblett**, SC, USN, (Gold Star in lieu of Second Award), Assistant Operations Officer, Fleet and Industrial Supply Center, San Diego, Calif., October 2002 to August 2004.

SK1 (SW/AW) **Laking Brook**, USN, Stores Division Assistant Leading Petty Officer,

USS *Saipan* (LHA 2), June 2004 to August 2004.

CS2 **Jason E. Burba**, USN, (Gold Star in lieu of Second Award), Food Service Division Records Keeper, USS *Dubuque* (LPD 8), November 2003 to March 2004.

IT1 **George Castillo**, USNR, Leading Petty Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 211, March 2001 to September 2003.

SK2 **Valerie A. Floyd**, USNR, Unit Administrative Petty Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 219, November 2001 to June 2004.

SK1 (SW) **Anthony L. Hinds**, USN, (Gold Star in lieu of Third Award), Workcenter Supervisor and Customer Service Storekeeper, Fleet and Industrial Supply Center, San Diego, Calif., August 2001 to August 2004.

CS2 **Leroy C. Jack**, USN, (Gold Star in lieu of Fifth Award), Food Service Division Galley Supervisor, USS *Dubuque* (LPD 8),

November 2003 to March 2004.

SK1 **Guillermo Medina**, USNR, Training Petty Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 211, March 2002 to January 2004.

SK1 (SW) **German A. Padilla**, USN, Stores Division Leading Petty Officer, USS *Saipan* (LHA 2), June 2004 to August 2004.

SK3 **Edmund L. Perez**, USN, Stores Division Storeroom Custodian, USS *Saipan* (LHA 2), June 2004 to August 2004.

SKCS (SW/AW) **Paul A. Rump**, USN, Stores Division Leading Chief Petty Officer, USS *Saipan* (LHA 2), June 2004 to August 2004.

CS2 **Robert E. Smith**, USN, Food Service Division Storeroom Custodian, USS *Dubuque* (LPD 8), November 2003 to March 2004.

SK2 **Mathouchanh Srioudom**, USN, (Gold Star in lieu of Second Award), Fleet Liaison, Fleet and Industrial Supply Center,

San Diego, Calif., August 2001 to July 2004.

CS1 (SW) **Wayne V. Thompson**, USN, (Gold Star in lieu of Seventh Award), Food Service Division Leading Petty Officer, USS *Dubuque* (LPD 8), November 2003 to March 2004.

SK3 **Ray Torres**, USNR, Assistant Training Petty Officer, Fleet and Industrial Supply Center, San Diego, California Naval Reserve Unit 211, January 2002 to January 2004.

SK2 **Ramiro Vazquezrivera**, USN, Fleet Liaison Representative, Fleet and Industrial Supply Center, San Diego, Calif., September 2001 to September 2004.

Military Outstanding Volunteer Service Medal

LCDR **Wallace A. Burns**, SC, USNR, Naval Reserve 4th Marine Aircraft Wing, Naval Air Station Joint Reserve Base New Orleans, La., October 1997 to August 2003.

SK1 (SW) **Anthony L. Hinds**, USN, Fleet and Industrial Supply Center Shore Intermediate Maintenance Activity (SIMA) Site, August 2001 to August 2004.

CTF-561 Takes Top Honors

The Naval Special Warfare Task Group – Central (CTF 561) from Naval Special Warfare Command received top honors in the Operational Logistics category of the Admiral Stanley Arthur Awards for Logistics Excellence. The team, formed of 56 personnel from five different commands, supported the largest Special Warfare forward deployed effort in history and set the standard for future expeditionary logistics support. Presenting the award is retired ADM Stanley R. Arthur, far left, and VADM Gordon Holder, far right. Representing the award winning CTF-561 Logistics Team are, from left, EAC Leonardo Calumpang, UT1 Travis Freed, CAPT Bob Snyder, LT Lebron Butts, BUCS Tom Marsh, and CE1 Mike Fields. (This group is one of two winning groups this year. See the September/October issue of the *Newsletter* Page 51 for the second winner.)



Warfare Qualifications



Surface Warfare Supply Corps Officer

From USS *Enterprise* (CVN 65)
ENS Scott Futrelle, SC, USNR
ENS Thelma Manning, SC, USNR
ENS Sean Mattox, SC, USNR
ENS Tony N. Nguyen, USNR
USS *Dubuque* (LPD 8)
ENS Michelle L. Quinlan, USN
USS *John C. Stennis* (CVN 74)
LTJG Melissa Richardson, USN
USS *Mobile Bay* (CG 53)

Naval Aviation Supply Officer

LCDR Wallace Burns, SC, USN
Marine Aircraft Group 42
LT Matthew J. Fahner, USNR
Electronic Attack Wing, U.S. Pacific Fleet
CDR Michael K. Lucas, SC, USN
USS *Essex* (LHD 2)
From USS *John C. Stennis* (CVN 74)
LCDR Timothy R. Jett, USN
LT Kenneth W. Ryker, USN
From USS *Enterprise* (CVN 65)
LT Kelly House, SC, USNR
LTJG David Pavlik, SC, USNR
From USS *Iwo Jima* (LHD 7)
LT Stuart Day, SC, USN
LCDR David Shealy, SC, USN

Submarine Warfare Supply Officer

ENS Anthony Harper, SC, USN
USS *Nevada* (SSBN 733) (Gold)
LTJG Peter Holodorf, SC, USN
USS *Alabama* (SSBN 731) (Gold)
ENS Michael H. Malone, SC, USN
USS *Springfield* (SSN 761)

Enlisted Surface Warfare Specialist

USNS *Concord* (T-AFS 5)
SK2 (SW) Mellissa Thomas
SK2 (SW) Daniel Reyna
SK2 (SW) Gary Martinez
From USS *Kitty Hawk* (CV 63)
CS3 (SW) Mars S. Aban Jr., USN
CS3 (SW) Joash I. Baniqued, USN
CS1 (SW) Garry R. Jaminal, USN
CS2 (SW) Richard T. Yanigahara, USN
From USS *Enterprise* (CVN 65)
SK2 Rosetta Aaroncenteno, USN
CS3 Michelle Allen, USN
PC1 Maria Barnes, USN
ACAN Travis Brannon, USN
SK2 Kyong Clawson, USN
SK2 Carlos Cruzvalentin, USN
DK3 Decarlo Forrest, USN
CS2 Chad Godfrey, USN
CS2 Aaron Graham, USN
CS3 Raynard Griffin, USN

SK2 David Hill, USN
CS1 Mark Lash, USN
SK2 Preston Lemon, USN
CS2 Victorio Massey, USN
CS2 Menares, USN
CSSN Joseph Nance, USN
SKSN Robin Pascarella, USN
SK3 Loreatha Pedro, USN
SH2 Marvin Ridgell, USN
PCSN Beau Runnel, USN
SK2 Latessa Roby, USN
CSC Michelle Simmons, USN
CS2 Mark Simpson, USN
SK2 Chalmers Thomas, USN
DK3 Raul Ureaabreu, USN
CSSN Christopher Valenza, USN
CS3 Tina Williams, USN

Enlisted Aviation Warfare Specialist

From USS *Kitty Hawk* (CV 63)
CSC (SW/AW) Francisco Q. Apiado, USN
CS1 (SW/AW) Richard T. Atienza, USN
CSC (SW/AW) Florentino J. Bustos, USN
CS2 (SW/AW) Ariel L. Gonzales, USN
From USS *Enterprise* (CVN 65)
EM3 Quintina Burnett, USN
SK3 Dominique Daphness, USN
CS2 James Massey, USN
SKCM Aloysius Nelson, USN
SK1 Roger Ringer, USN
SK2 Gawnie Rule, USN
SK2 Dino Weddington, USN

Obituaries



Nancy Dimond, 78, Editor, Navy Supply Corps Newsletter from 1954 to 1994, passed away Aug. 17, 2004, in Augusta, Ga., in the care of her niece, Debbi Dimond Jones and family.

"Nan," as she was known, had lived in Washington's Foggy Bottom district for more than 50 years. She was a native of Gloucester, Mass., and a 1947 graduate of Tufts University before coming to Washington in the 1950s, to practice her interests in writing and journalism.

She began her career with the Department of the Navy at the Bureau of Supplies and Accounts in the historic old Navy Department building once located in downtown Washington. The bureau later became the Naval Supply Systems Command and moved to Crystal City, in

Arlington, where Ms. Dimond continued to work until she retired in 1994 with more than 40 years of service.

While with NAVSUP, Ms. Dimond was the editor of the Navy Supply Corps *Newsletter* and supervised the publication of 430 issues. RADM Frank J. Allston, then a lieutenant junior grade, worked on the staff of the *Newsletter* in the early 1950s with Ms. Dimond. When notified of her passing he said, "News of the death of Nan Dimond, whom I knew both professionally and personally for more than 50 years, has affected me deeply. As a LTJG, I first met her in February 1953 when I reported to BuSanda as associate editor of the *Monthly NEWSLETTER*. At the time, she was supervisor of the copy section. Nan was extremely helpful to me in my transition



Nan Dimond

from NSCS Bayonne academia to the world of military magazines. More than forty years later, as NAVSUP Public Affairs officer, she rescued valuable Supply Corps

historical data, destined for disposal when NAVSUP was moving from Crystal City to Mechanicsburg, and turned it over to me for use in writing *Ready For Sea, the Bicentennial History of the Navy Supply Corps*. She was a great lady and left a significant legacy.”

Ms. Dimond later became the Command’s Director of Public Affairs. “For decades she helped mold the image and esprit of the Supply Corps,” according to her friend, RADM Daniel W. McKinnon Jr., 38th Chief of Supply Corps during Ms. Dimond’s tenure.

She was awarded the Superior Civilian Service Medal for distinguished service with the Navy Department and was made an honorary Supply Corps officer upon her retirement.

RADM Robert M. Moore, 36th Chief of Supply Corps, remembered Ms. Dimond, “I had been Chief of Supply Corps for less than six months when Nan announced her retirement. It was a body blow to imagine the Supply Corps without her. But, as usual, Nan was a professional and worked very hard to make sure that we could survive. We missed her from the day she left but knew how much all of us owed her for her extraordinary career in shaping the corps for all of us.”

RADM Daniel H. Stone, current Chief of Supply Corps, remarked, “Nan Dimond was a great lady and she will be missed by her many friends in the Navy supply community. Her presence continues to be felt as her gift to the supply community, the modern edition of the Supply Corps *Newsletter*, continues. The *Newsletter* was her professional world and our tribute to her will be it’s continuation as the principal communication of happenings in the Supply Corps and supply community.” Admiral Stone continued, “I had the privilege of knowing Nan and working with her during my first assignment to NAVSUP in 1989. Her quick wit, straight forward candor, and love of the Supply Corps community made an immediate, positive impression on me and everyone else at the headquarters. Since her retirement in 1994, new members of our community have not benefited from her personal contact as I and many others did over the years. But, they have benefited from her good work and her legacy, *The Newsletter*.”

Until her illness progressed, Ms. Dimond maintained lunch and dinner reunions with close friends from her long association with the corps. She welcomed

family and out-of-state friends to D.C., exposing them to cultural, historical, and geographical sites beyond the usual tourist locations.

For many years she owned a home in Albufeira, Portugal, where she spent time each summer.

In her youth she was an accomplished swimmer and participated in water-ballet performances at the Steel Pier in Atlantic City during several seasons in the 1940s.

Ms. Dimond is survived by two nieces, Debbi Jones of Augusta, Ga., and Donna Mastroianni of Austin, Texas; a nephew, Chris Dimond, of Kansas City, Mo. and seven grandnieces and nephews.

Memorials may be sent to the Navy Supply Corps Foundation, 1425 Prince Avenue, Athens, GA 30606. Thomas Poteet & Son Funeral Directors, 214 Davis Rd., Augusta, Ga. 30907. (Some information obtained from Ms. Dimond’s obituary published in The Augusta Chronicle on 8/20/2004.)

LT **David M. Barksdale**, SC, USN, passed away in Suffolk, Va., on Aug. 7, 2004, due to a sky diving accident. LT Barksdale was assigned to Commander Submarine Force Atlantic Fleet. His previous tours include supply officer of USS *Minneapolis-St Paul* (SSN 708); Space and Naval Warfare Systems Center, Norfolk, Va. He was due to rotate to USS *Theodore Roosevelt* (CVN 71) in December. He is survived by his wife, Jane.

CAPT **Marion Dargan III**, SC, USNR (Ret), 79, of Cypress Village, Jacksonville, Fla., passed away April 17, 2004. CAPT Dargan retired from the Navy in 1973 after 20 years of active naval service. His last assignment was with Naval Air Systems Command Headquarters, Washington, D.C. He is survived by his wife Elizabeth Ann Paisley Dargan; three sons, William of Fairfax, Va.; John of Orange City, Fla.; and David of Fredericksburg, Md.; sister Elizabeth Ericson of Albuquerque, N.M.; and five grandchildren. A memorial service was held on April 23 in Jacksonville, and interment with full military honors was at Arlington National Cemetery on June 16.

CAPT **Gerald (Gerry) M. Nichols**, SC, USN (Ret.), 69, died on Aug. 19, 2004, in Portsmouth, Va. He retired from the Navy in July 1987 after serving at the Defense Industrial Supply Center, Philadelphia, Pa. CAPT Nichols is survived by his daughter

and son-in-law, Brooke Nichols Naylor and Thomas R. Naylor of Suffolk, Va.; daughter, Paige Nichols of Lake Ridge, Va.; two grandchildren, Aubrie Tawse Naylor and Grayson MacGowan Naylor of Suffolk, Va.; and father-in-law, Arthur F. Tawse of Danvers, Ma. An open memorial service will be conducted at 1:00 p.m. on Thursday, Nov. 4, 2004, at the Fort Myer Chapel in Fort Myer, Va. Burial will be with full military honors at Arlington National Cemetery in Arlington, Va. In lieu of flowers, memorial contributions may be made to the Pancreatic Cancer Action Network (in memory of Ann T. Nichols), 1-877-272-6226, www.pancan.org or Fisher House Foundation, 1-888-294-8560, www.fisherhouse.org.

CAPT **John B. Finneran**, SC, USNR, 69, passed away Monday, Aug. 18, 2003 in Stamford, Conn. His active duty tours included commissary and sales officer abroad USS *Antietam*, and material division officer at Naval Air Station, Lakehurst, N.J. He is survived by his wife, Dorothy Carpenter Finneran; daughter, Kerry F. Gardiner; and son, Jack T. Finneran; six stepchildren, four grandchildren, and seventeen step-grandchildren. He is also survived by his brothers, Gerard B. Finneran, Thomas Rowan, William B. Finneran, and sisters, Judith A. Finneran and Susan Ashley. A Funeral Mass was held on Aug. 22, 2003, at Our Lady Star of the Sea Church in Stamford. Inurnment at Arlington National Cemetery was conducted Wednesday, Sept. 22, 2004. Contributions in his memory may be made to the Patrons Program, 1011 First Avenue, 14th Floor, New York, NY 10022. Attn: Jill Kafka.



Charles Splawn Awarded the FY '03 DON Competition and Procurement Excellence Award



Charles Splawn, above, right, a Naval Inventory Control Point Mechanicsburg Contracting Officer, traveled to the Pentagon recently to receive a prestigious award for his promoting of competition through Long Term Contracting and a dynamic pricing event. In a ceremony at the Pentagon on July 23, 2004, John Young, Assistant Secretary of the Navy for Research, Development and Acquisition, presented Splawn with the FY '03 Department of the Navy competition and Procurement Excellence Award.

Splawn received the award for outstanding professional performance while serving as the Contracting Officer for the procurement of ground support equipment aircraft tie-down chains at the Naval Inventory Control Point. His dedicated efforts and astute knowledge of industry and the competitive environment led to cost savings approaching \$10 million. Total expenditures for aircraft tie-down chains were decreased nearly 62 percent during that period.

FISC Jacksonville Hosts Regional Supply Officer's Conference

*By Beverly Taylor-Mack
Public Affairs Officer, Fleet and Industrial
Supply Center Jacksonville*

Fleet and Industrial Supply Center Jacksonville hosted a two-day Regional Supply Officer's Conference (RSOC) on June 15-16 that included participants from detachments and partnerships across the Southeastern United States and in the Caribbean.

The RSOC provided a valuable avenue for supply professionals to network and exchange information, to identify major concerns of each command represented, to target specific action items for FISC Jacksonville, and to impart guidance that

attendees could "take-away" for future reference.

A key initiative that FISC Jacksonville is focusing on that was also on the conference agenda is Products and Services—a model being used to better meet the needs of its customer. The Regional Supply Officer's Conference presented an opportunity to better educate FISC Jacksonville's detachments on the definition of Products and Services.

"The Products and Services initiative will define how our detachments deliver logistical support to the warfighter and at what levels. Each detachment's level could be different based on the mission at that base," explained FISC Jacksonville's Command Master Chief SKCM(SW) Kurt Busjahn.

When asked what he hoped participants took away from the RSOC, Busjahn replied, "We are a growing enterprise facing a lot of uncertainty and new challenges. Our role as a headquarters staff is to support the detachments on a daily basis ensuring that they have the resources to be successful. With the tremendous growth of both the civilian and military workforce, through our supply functional alignments, it is imperative that we recognize their efforts and take care of them on a daily basis at all costs."

Of FISC Jacksonville's focus in its changing organizational environment, Busjahn stated, "We ALL should be functioning as one team with one common goal to give the best logistical support to the warfighter at the least cost."

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NAVSUP SOY Visits HQ

PC1 (SW) Jamie Hughes, Naval Supply Systems Command's Sailor of the Year, and his wife Julie, visited NAVSUP Headquarters in July. Then Commander NAVSUP, RADM Justin D. McCarthy introduced Hughes to headquarters personnel and congratulated him on being selected as NAVSUP's SOY. While they were on base, he and his wife were interviewed by the Navy Supply Corps Newsletter editor. Excerpts from that interview follow.

Newsletter: Where were you before Norfolk?

Hughes: I've been in Norfolk for five years. I was on a ship there and then moved to FISC [Fleet and Industrial Supply Center] Norfolk. Prior to that we were overseas for six years, three in England just outside of London and three in Naples, Italy.

Newsletter: If you could give us some attributes you think helped you become Sailor of the Year, what would they be?

Hughes: The number one attribute is loyalty and dedication to service. This has carried me through to the level where I am now. I've gotten beyond the point I ever thought I would. It's such an honorable position — SOY of a major command such as NAVSUP. I just never entertained that I would be here. The "can do" spirit that the postal clerk community personifies has helped me to get here.

Newsletter to Mrs. Hughes: What do you see as the attribute that earned your husband SOY?

Mrs. Hughes: I think he has a hard working attitude. He never steps down from a challenge. He always strives to achieve the best. He always wants to put on the best that he can ... makes sure his uniform is nice, makes sure he's there on time ... he's an

educated Sailor. He spends a lot of his time polishing himself.

Newsletter to Hughes: Now that you have been Sailor of the Year for over six months, what do you think has changed about you or the Sailors you lead?

Hughes: I still think it's business as usual. I don't think that I'm anything different or my Sailors are any different. We still do the same thing and strive to do the best that we can. One thing that has come to light though is being in this position as SOY and as a postal clerk. It's given us a door of opportunity to show that we are a force to be reckoned with. We have some top quality, professional Sailors in this community. Perseverance leads to success.

Newsletter: I understand you have been in Kuwait and Iraq recently.

Hughes: Yes. I volunteered to go to Kuwait last March for a six month TAD assignment.

Newsletter: Did you leave before it got too hot?

Hughes: It was warm. We had several days where the ambient temperature was 152 degrees. Imagine if you will, a hair dryer blowing right in your face. When you would walk from one building to another your eyes start stinging as if they're drying out but you get used to it. It warmed up gradually over the period of time I was in country so I had time to acclimate.

Newsletter: Who have you modeled your career after?

Hughes: There have been several great leaders that I've noticed the attributes of, good ones and bad ones. The bad ones I use as examples of the way I don't want to lead my troops. But there is a really good one that comes to mind — CAPT Paul "Moose" Susalla who is now the CO of Assault Craft Unit 5 out in San Diego. He was a mentor of mine when I was stationed in Naples. He is a stand-up, fair, straight-shooter kind of leader that can always be counted on and trusted to have your best interest at heart. That's how I hope to be, too.

Newsletter: What advice would you give a young Sailor out there on the waterfront about their career?

Hughes: Stay dedicated and loyal. Enjoy what you do. Enjoying what you do, you're sure to succeed.

Newsletter to Mrs. Hughes: Has your husband's being named SOY provided any opportunities for you or made any changes?

Mrs. Hughes: I think it's been wonderful. We had the opportunity to go to Washington to the Pentagon. It's been wonderful in the way that he's been recognized and to be able to

support him along the way.

Newsletter to Mrs. Hughes: Has being a Navy wife been hard?

Mrs. Hughes: It's always difficult as a Navy wife, having to move all the time. Luckily I enjoy the moves. I enjoy seeing the world and have gotten to see a lot more than I would have married to anybody else.

Newsletter to PC1: Where do you see our Navy in the Future?

Hughes: With the new technology coming on board like "Sea Power 21" outlines, I see us becoming a more superior and capable navy. This vision begins the process that will increase our war fighting effectiveness with a much smaller, but stronger Navy.

Newsletter to PC1: Is there anything you'd like to say to the Sailors coming up behind and beside you?

Hughes: One thing I'd like to address is the mergers that are coming up within the supply ratings ... we're [PCs] going to merge with the SKs and the SHs and there's a lot of resistance with that as people are not always willing to change. I see it as a challenge and a great opportunity to expand your knowledge outside of being so narrowly focused on one career field. You won't always be locked into one field. The opportunity to learn additional skills can only enhance you in your personal growth plus making you a very versatile team player. By doing so we shall provide our nation a greater Navy, protecting our freedom for years to come.

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Summer Pulse 2004: Supply Centers Keep Carriers 'Ready For Sea'

By Ron Flanders

Public Affairs, Fleet and Industrial Supply Center, San Diego

This summer, the United States Navy flexed its muscles and conducted an operational test of the Navy's Fleet Response Plan. In an exercise called Summer Pulse 2004, the Navy dispatched seven carrier battle groups around the globe to demonstrate credible combat power.

The exercise showed the world how America can bring its full combat power to bear in the form of six aircraft carrier strike groups ready to be deployed in 30 days or less and an additional two available inside of 90 days. This 6+2 concept allows the U.S. Navy to respond in full force to any crisis.

The Commander, Fleet and Industrial Supply Centers team provided support, with five of its FISCs getting the seven carrier strike groups "Ready for Sea." The exercise involved USS *Ronald Reagan* (CVN

76), USS *John C. Stennis* (CVN 74), USS *Harry S. Truman* (CVN 75), USS *John F. Kennedy* (CVN 67), USS *George Washington* (CVN 73), USS *Enterprise* (CVN 65) and USS *Kitty Hawk* (CV 63).

Four carriers - *Enterprise*, *Washington*, *Truman*, and *Reagan* - departed from Norfolk and received support from FISC Norfolk's Logistics Support Center.

FISC Jacksonville's piece of the pie was *Kennedy*, and her LSC handled the job of getting her ready for its Mediterranean deployment.

FISC San Diego's LSC prepared *Stennis* for her RIMPAC [Rim of the Pacific Exercise] deployment, and helped coordinate the last legs of *Reagan*'s round-the-horn trip to its new homeport of San Diego.

FISC Yokosuka and its LSC got the forward-deployed *Kitty Hawk* ready to go for her cruise, while FISC Pearl Harbor had the task of supplying *Stennis* during the RIMPAC exercise with more than 50 other ships in port requiring assistance from the LSC.

Since this surge deployment was planned, as opposed to the massive flex-ups that occurred after Sept. 11, it really did not put much of a strain on the LSCs. Still, the fact that the supply chain provided such exemplary service to seven carrier strike groups validates the Fleet Response Plan from a logistical standpoint.

This fall will see the opening of FISC Sigonella, Italy, and a FISC Pearl Harbor detachment in Guam.

"Our FISCs and their LSCs do an outstanding job," said COMFISCs RDML William Kowba. "They have consistently provided combat capability through logistics to the carrier and expeditionary strike groups deploying in the global war on terrorism. Whether it was the unplanned surge deployments of 2002, or Summer Pulse 2004, the supply network is in place. If tomorrow we have to deploy eight carriers at once, the FISCs will be ready for the job."

For more COMFISCs news, go to www.sd.fisc.navy.mil.

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NAVSUP Makes Selections for CMDP I Class of 2005

By NAVSUP Public Affairs Staff

After a careful review of many well-qualified candidates from the Naval Supply Systems Command (NAVSUP) enterprise, 13 employees were selected for the Corporate Management Development Program I (CMDP I) class of 2005.

Jeffery Orner, NAVSUP Executive Director, recently approved the selections, which were made by NAVSUP's Civilian Executive Advisory Board (CEAB).

Those chosen for CMDP I for 2005 are: Ryan Mullins and Delor Willson from the Fleet and Industrial Supply Center (FISC) Jacksonville; Bonnie Brown-Murphy, Andrea Busch, and Tony Smith from FISC Norfolk; Timothy Adkins, Peter DiRocco, and Troy High from the Naval Inventory Control Point Mechanicsburg; Susan Bradley, Eileen Duncan, Cecylia Henry, and Gordon Hoppie Jr. from the Navy Supply Information Systems Activity; and Jacquelyn Jackson from the Naval Operational Logistics Support Center.

CMDP I is an 18-month program open

to employees within the NAVSUP claimancy in grades GS-11 and 12. The program is designed to develop a flexible, mobile, and prepared workforce to fill leadership roles within NAVSUP's claimancy. The primary purpose of the CMDP is to develop leaders who will enable NAVSUP to operate as a high performing organization that delivers combat capability through logistics. The CEAB, composed of NAVSUP Senior Executive Service members, provides oversight for this program.

CMDP I members must complete the United States Department of Agriculture's Executive Leadership Program, which includes the following course work: an orientation session, leadership training, a best practices seminar, individual needs assess-

ment, leadership development plan, leadership team activity, two developmental assignments, shadowing assignment, executive interviews, leadership readings, and a program impact paper. Additionally, attendance at the NAVSUP Academy and a Face the Fleet visit is required.

"The CMDP plays a major role in shaping NAVSUP's future by providing a means to develop well-rounded and talented employees to fill our key managerial positions," noted Barry Plunkett, SES, CEAB chair and NAVSUP legal counsel. "Selection to CMDP I signifies these employees' potential for leadership positions in the NAVSUP Enterprise and presents a unique opportunity for career growth and development."

News You Can Use



NFMT Provides

Valuable Training Opportunity

By Heather Paynter,

FISC San Diego Public Affairs

Culinary Specialist 1st Class (AW) Rizal Ednalino is chopping carrots for chicken noodle soup - a task he has performed many times over during his 18 years of Naval service. But today things are different as the hustle of a hotel kitchen keeps him on his toes while he prepares for the noon meal.



CSI (AW) Rizal Ednalino prepares vegetables for the noon meal in San Diego's Mission Valley Radisson Hotel kitchen. The intern training program that was revitalized in May 2004, gives Sailors the opportunity to experience the civilian food service industry.

Members of Fleet and Industrial Supply Center San Diego's Navy Food Management Team are giving

Sailors a new outlook on their careers with upgraded methods used to further educate and develop already well-trained Sailors.

Because of an internship program that was reintroduced in May 2004, Ednalino and other culinary specialists, E-6 and below, study and train directly under local hotel and restaurant chefs to gain professional experience. Interns are exposed to all meal shifts and several catered events giving them the tools and instruction to pursue a certification in culinary arts.

"This is a great opportunity to learn something from the civilian side," said Ednalino who is fulfilling his internship at the Radisson Hotel in Mission Valley. With plans to continue in the food service industry following retirement, the program is giving him a chance to experience opportunities available outside of the Navy.

Senior Chief Culinary Specialist (SW) Russell Paje of the NFMT coordinates quotas and screens applicants, a selective process for a program that is currently filled through September with a waiting list of 15-20 standbys.

"We do not want just anybody," Paje said. "We want hard-charging Sailors who will represent the Navy well and make it a win-win situation for the Navy and the facility."

The selection process begins with a local message from the NFMT requesting nominations for motivated and accomplished Sailors to complete the two-week internship. While at the restaurant or hotel, the intern carefully details all on-the-job experience in a workbook and lists every task performed to ensure he or she is gaining the appropriate skills.

Participants train at the Radisson Hotel or Loew's Coronado Bay Resort in San Diego, but Paje is working on several other potential sites that would enable the program to grow further. Since May 19 Sailors have completed the internship with a handful of graduates hired to work part-time for hotels.

Radisson's food and beverage director Greg Guthrie praises the program that brings qualified food specialists to contribute to day-to-day operations. "It helps us out with work around the kitchen and the chef works very closely with [the interns]," he said. They have been very professional."

According to Paje, the world is constantly changing and it is essential that Sailors continue to develop professionally in and out of the Navy. "This program gives them better preparation and a better outlook for a future career."

For more FISC San Diego news, go to www.sd.fisc.navy.mil.

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**“Speed Matters” –
CNO Calls for Accelerated R&D,
Acquisition Processes**

*By Chief Journalist Walter T. Ham IV
Chief of Naval Operations Public Affairs*
WASHINGTON (NNS) — Chief of Naval Operations (CNO) ADM Vern Clark challenged Navy and defense industry leaders to help speed up the acquisition process and get new technology to the fleet and to the fight faster, during his Aug. 5 address to the Naval Industry Research and Development Partnership Conference.

“What I’ve come to believe is that speed will be more important in the battle space in the future than it ever has been in the past,” the CNO said. “When we think about future warfare, we must think, first and foremost, about speed. I also think that we’ve got to talk about speed in the marketplace.”

“If you can’t get to the fight fast, you’re not going to be relevant,” he said. “Speed of response? Yes. Speed of decision? To be sure.”

Clark said the Navy’s Sea Power 21 vision has matured since he outlined it at the same conference two years ago, but he added “there are always those who would like to see the ideas mature faster, and I’m among them.”

Sea Power 21 is not an end state, the CNO noted, but a framework to create a post-Industrial Age Navy capable of delivering the right capabilities to the right place at the right time in response to Information Age threats.

“Sea Power 21 laid out an ideal, and the global war on terrorism, I believe, has identified the requirement,” the CNO said.

To get these Sea Power 21 capabilities to the fleet more quickly, Clark said the Navy and its industrial partners need to capture innovations in science and technology, and move them into research and development more quickly. He called the Silver Fox Unmanned Aerial Vehicle and Littoral Combat Ship victories in the speed of acquisition.

With the nation at war, the stakes couldn’t be higher as the Navy combats terrorism around the globe, he concluded.

“We’re in a fight for our lives, and we’re going to be in this for a long time,” he said. “I’m absolutely convinced that 30 years from now, we’re going to look back on this period, and we’re going to call this one of the most important times in our history.”

“I believe that our challenge is clear. We face a determined enemy,” Clark said. “But

you know, they were surprised that they got a hold of a determined enemy. We’re not only resilient, we’re determined – and this is a fight that we’re not going to lose.”

For more information on the CNO, go

**Advanced Management
Program – FY05 Dates**

As the Navy’s business leaders, Naval Supply Systems Command managers should have knowledge of the latest management tools and techniques available to make them good stewards of taxpayer dollars. The Advanced Management Program (AMP), offered by the Tench Francis School of Business, provides an opportunity for commanders, commander selects, GS-13s, and GS-14s to experience an innovative program that prepares them for the leadership challenges of the future. Admiral Vern Clark, Chief of Naval Operations, referring to AMP, has said, “We must continually focus on our management abilities. There are unique skill sets that we must develop as we achieve positions of greater responsibility in this organization. Financial literacy, cost benefit analysis, and executive development are all skills each one of us can improve upon to make our organization more effective and more efficient. The skills delivered here benefit the entire Navy.”

AMP is a three-week course located at the Navy Supply Corps School (NSCS) in Athens, GA. It is designed for officers and civilians who have been assigned significant responsibility and acquired exceptional records of achievement.

The course incorporates workshops and traditional learning to develop key competencies needed for higher levels of strategic leadership. Advanced management development is a process that begins with the identification of competency gaps, proceeds through self-paced group learning, and culminates in practice and application. Leaders of the future will face challenges due to rapid change and instantaneous information exchange. AMP provides the tools necessary to formulate and implement strategy, develop and manage networks of people, and incorporate experiences into a broadened policy-level perspective.

Through topics such as activity-based costing/management, benchmarking, metrics management, managing organizational change, competitive strategy and execution, e-business, Enterprise Resource Planning (ERP), and information systems solutions,

AMP hones managerial and leadership skills.

After completing AMP, graduates will be able to coordinate functional areas to support overall strategy implementation, formulate customer driven strategies for leadership in quality, cost avoidance and service, and improve the organization’s mission support capability.

FY05 Class Dates: 1-19 November 2004

24 Jan–11 Feb 2005

6-24 June 2005

8-26 August 2005

Prerequisites: Must be an O-5, O-5 select or GS-13 or 14

Certifications: AMP received accreditation from the American Council on Education (ACE) for three graduate level management credit hours. The information is available at <http://www.militaryguides.acenet.edu>. Course number A-8B-0060 applies.

Selection: Officers and civilians desiring to attend one of the FY05 sessions should complete the application found on the AMP web site at www.nscs.cnet.navy.mil/amp. Selection will be based on performance, current/future assignment, and availability.

Questions should be directed to LCDR “Stoney” Bangert, 706-354-7259, DSN 354-7259, lawrence.bangert@navy.mil, or LT Steve Thorn, 706-354-7277, DSN 354-7277, steve.thorn@navy.mil.

RAADM Daniel H. Stone, Commander, Naval Supply Systems Command and 43rd Chief of Supply Corps recently encouraged all commanders, commander selects, GS-13s and GS-14s to consider attending this course. He said, “Leadership skills such as those emphasized in the AMP course are essential to our continuing contribution to our Navy’s Sea Enterprise initiative and to our purpose of ‘delivering combat capability through logistics.’”

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**Experiencing Surge Requirements,
Resource Shortfalls? FISC San
Diego’s ISSOP May Have the Answer**

By LCDR Joe Ray, Director, Inter-Service Supply Support Operations Program Department, FISC San Diego

A working group of senior supply officers reported, at a recent Naval Supply Systems Command Senior Leadership Forum, there were more than 11 major initiatives occurring simultaneously – all requiring significant time and human resource capital to facilitate the needed

changes. Add into this equation the increased operational tempo of Afghanistan and Iraqi operations and it becomes clear the challenges are numerous and dramatic.

Commands have been asked to think 'innovatively' while taking on these challenges, to question old ways of doing business and to look for new and creative ways of performing their missions with potentially less resources.

Fleet and Industrial Supply Center San Diego's Inter-Service Supply Support Operations Program (ISSOP) Department has been in existence for over 36 years providing customer-focused logistics and support services globally to Navy, Marine Corps, Coast Guard, and other DoD agencies. Utilizing Indefinite Delivery/Indefinite Quantity (IDIQ) contracts, ISSOP has become a significant enabler for commands experiencing surge requirements or resource shortfalls, as well as commands in need of improved logistics or other service capabilities.

"Our ISSOP representative has constantly worked with us in a timely and efficient manner," said CDR Sarah Kirtland, Military Sealift Command. "His experience, attention to detail, and initiative help to ensure a positive experience with service contracts."

ISSOP capabilities include, but are not limited to, base closure or reduction, surge support, general labor, supply and maintenance, bar coding, data entry, material support, heavy equipment operators, and packing and shipping. Standardized services include provisions and material loading, material deliveries, inventories, material handling, reutilization and recycling, packing and shipping, program management, transportation, warehousing, and administrative support. ISSOP will also soon provide RFI tagging and smart button technology solutions as well.

Operating on a 100 percent reimbursable basis (customers pay for services received), ISSOP tailors the requested services to the specific customer needs. Making use of preestablished IDIQ contracts, ISSOP provides speed in the execution of the services (within 48 hours of funding receipt) and unparalleled flexibility in how the logistics and services are provided – all focused on the customer's requirements, expressed level of performance, and funding capabilities. Active customer interface and in-house task order management ensure services remain pertinent and timely in a dynamic environment.

"Despite short notification and extremely tight time constraints, the ISSOP team completed an inventory and performed

a host of other financial and supply support functions to prepare USS *Clifton Sprague* (FFG 16) for her deployment home to Turkey," said R.P. Fiske, manager of Naval Sea Systems Command's Turkish Navy Transfer Program. "Their high level of professionalism and dedication significantly contributed to the success of this program."

With field sites located in Norfolk, Va.; San Diego and Seal Beach, Calif.; Jacksonville, Fla.; Philadelphia, Pa.; Charleston, S.C.; Pearl Harbor, Hawaii; and Yokosuka, Japan, ISSOP employs 59 civil service employees with current oversight of more than 2,000 contracted personnel located around the world.

"The ISSOP team did an outstanding job assisting the Support Ships, Boats and Craft Program Office (PMS 325) with the storage and load-out of all outfitting material on board the ocean surveillance ship USNS

Impeccable (T-AGOS 23) before her turnover to MSC," said A.W. Givens of NAVSEA's Program Executive Office for Expeditionary Warfare. "Working as part of the T-AGOS team, ISSOP displayed outstanding cooperation, commitment and determination."

While ISSOP's strong integration business model and methodology provides the ability to integrate into and improve existing systems, the department has a strong history of fully operating programs to include the Provisions Onload Program, the Fleet Mattress Exchange Program, and the Foreign Military Sales Spare Part Program.

For more information and points of contact, call LCDR Joe Ray, ISSOP program director at (757) 396-3757 (DSN 386-3757), or send an e-mail to joseph.ray@navy.mil.

Correction: Photos in "Where's the Cash," Page 24 of the September/October 2004 issue of the Newsletter were taken by Bill Pointer, Fleet and Industrial Supply Center, Norfolk, Va.

USS *Bonhomme Richard* Earns Blue "E" for Supply Excellence



The Supply Department for USS Bonhomme Richard (LHD 6) formed an E for a photo opportunity after receiving the Blue "E" for Supply Excellence.

USS *Benfold* Wins Second Consecutive Blue “E”

USS *Benfold* (DDG 65) Supply Department won its second consecutive Blue “E” (2003) following the first ever DDG Sea Swap with USS *Higgins* (DDG 76). Pictured are, first row, LT David Doyle, Supply Officer; LTJG Chester Morgan, Disbursing/Sales Officer; SKCS(SW) Roberto Garcia, Department LCPO and S-1 Division Officer; CSC(SW) Rodney Novak S-2 Division Officer; and SK1(SW) Peoples; SK1(SW) Britt. In the second row are CS1(AW) Cornejo, PC1(SW) Fletcher, SH1(SW/AW) Donegan, DK1(SW) Feliciano, CS1(SW) Tiongco, and CS2(SW) Thome. The third row includes CS3 Pagan, CS3(SW) Jassick, SK2(SW) Faustino, and CSSN Schaloff. The fourth row is made up of SK3 Billings, CS2(SW) Deneau, CS3(SW) Haynes, CS2(SW) Hedgemon, and SH2(SW) Gauldin. The column forming behind CS1(AW) Cornejo includes SK2(SW) Kelley; CS2(SW) Gardner, FN Salas, DKSJN Erickson, DK3(SW) Nevels, and SKSN Fowler. Those not available for the photo include CS1(SW/AW) Atwood, SK2(SW) Delfino, CS2(SW) Wright, SK2 Hargrove, SH3(SW) Lee, CS3 Banayat, and CS3 Quichocho.



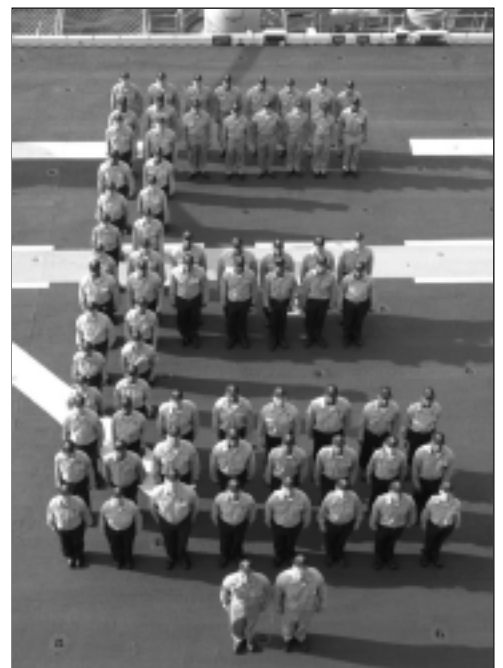
USS *Samuel B. Roberts* Receives Blue “E”

USS *Samuel B. Roberts* (FFG 58) Supply Department formed up for a photo after receiving the Blue E for Supply Excellence for 2003. Members of the department include, from the back, left to right, SK2(SW) Leslie, SN Lott, CS1(SW) Vest, CS1(SW) Black, SK1(SW) Hinds, MS3 Wells, CS1(SW) Jackson, SK1(SW) Markum, SH1 Idlebird, FC3 Vanavery, CSSN Amaro, SN Davis, CS3 Delacruz, CS2 Green, BM3 Yuan, IC3 Rendon, SH2(SW) Nirdlinger, GSM1(SW) Vickers, SN Roberts, CSSN Black, SN Carpenter, SKSN Gray, GSM3 Perez, SK3(SW) Cadet, DK2(SW) Hilton, SHSN(SW) Freeman, SK3 Ortiz, SHSN Campbell, SKC(SW) Huffman, ENS Rollins, Disbursing Officer, Food Service Officer ENS Spencer, and Supply Officer LCDR (Sel) Jose Feliz.



USS *Iwo Jima* Takes Second Blue “E”

USS *Iwo Jima* (LHD 7) Supply Department garnered its second consecutive Blue “E” for Supply Excellence. The Iwo Jima supply leadership in the photo includes CDR Greg Stroh, Supply Officer, and SKCS (AW/SW) Brad Olsen, Departmental LCPO making up the hash mark. In the second row from top are LTJG Ivan Gumbs, Material Officer; CWO2 Martinez Miller, Food Service Officer; SKCS (AW/SW) Rosauero Amposta, HAZMIN Leading Chief Petty Officer; CSCM (SW) Bernardo Tolentino, Food Service Director; LT Brian Henderson, ASD Officer and Disbursing Officer; ENS Lynn Engler, HAZMIN Officer; CSC (SW/AW) Paulette Williams, Leading CS; and LT Eric Lockett, Sales Officer. The top row includes LT Stuart Day, Readiness and Stock Control Officer; LCDR Dave Shealy, Assistant Supply Officer; DKC (SW/AW) Mike Hanna, Disbursing LCPO; CSC (SW) Ramme Taylor, Wardroom LCPO; SKC (AW/SW) Stephan Harris, Material Division LCPO; SKC (SW) Gary Landess, Sales Leading Chief Petty Officer; SKC (AW/SW) Mark House, ASD LCPO; and SKC (AW/SW) Jorge Macias, Stock Control LCPO. Members of the department during the time the E was earned who have transered and were unavailable for the photo include LTJG Rachele Starling, Sales Officer; CWO3 Chuck Wharton, Food Service Officer; CSCM (SW/AW) Scott Harrison, Food Service LCPO; SHCM (SW/AW) Dan Robinson, Sales LCPO; CSCS (SW/AW) James Anderson, Food Service; and SKC (SW/AW) Luis Gomez, HAZMIN LCPO.



USS Boxer Earns Blue “E” for Supply Excellence

The USS *Boxer* (LHD 4) Supply Department gathered for a photo after winning its second Blue “E” in as many years.



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